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DISTRIBUTION PAGE

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NOVEMBER, 1947

NOVEMBER
TRAFFIC MANAGEMENT

THIS MONTH: TRAFFIC MANAGEMENT

How I Added Another Story to My Plant



**And Found An Amazing Way
To Cut My Handling Costs**

\$40,153.72

It was a lucky day for me when I decided to have an ATCO Specialist come in and survey my material handling costs. I did so at the invitation of his company, when I read one of their advertisements promising a 50% cut in material handling costs.

It sounded fantastic then, but I'm here to tell you they not only delivered enormous material handling savings for our company, but made it possible for us to add another story to our plant ABSOLUTELY FREE!

This was accomplished by a moderate investment in Automatic Electric Trucks. These miracles

of electric power move, lift and stack many thousand pounds of material daily, from receiving through shipping.

They do double duty, too, for they stack to ceiling heights — gave us the equivalent of an extra story in our plant by using free air space from floor to ceiling.

Now, with just one man at the controls, three to four men required for the same manual moving and lifting operation, are released for more productive work. Labor welcomes these mechanized electric material handlers. And no wonder. It ends for them gruelling, back-breaking manual handling.

For me, it has saved our business \$40,153.72 in one year. And we enjoy an extra bonus of increased production, more free storage space . . . in fact, another story to my plant . . . No wonder I say, "Let an ATCO Specialist survey your handling methods and costs." There is no obligation. Send the coupon.



AUTOMATIC TRANSPORTATION COMPANY

DIV. OF THE YALE & TOWNE MFG. CO.

115 West 87th Street, Dept. W-7, Chicago 20, Ill.

Please mail me, without cost, complete facts on how I can cut my material handling costs with Automatic Electric Trucks.

Have an ATCO Specialist make a free survey of my material handling methods and costs.

Company Name Position

By Position

Street Address Zone

City State

MANUFACTURERS OF THE FAMOUS TRANSPORTERS, TRANSTACKERS, AND SKYLIFT ELECTRIC TRUCKS

BAKER TRUCK

delivers 35 hours' work in 3!

At the Erie, Pa. plant of a large paper manufacturer it formerly took seven men five hours to unload, weigh and store a box-car load of pulp. Today a Baker Truck with one operator can do the job in 3 hours.

• This Erie plant has a fleet of 24 storage-battery powered industrial trucks in daily operation—with several more on order. Annual production is well over 100,000,000 lbs. of paper, comprising almost 3,000 different kinds, sizes and colors. Trucks are used for unloading and storing incoming raw materials, transporting materials in process, warehousing finished products, and for loading orders for shipment into box-cars. "In all cases" the company states, "sizeable savings were made, not only in handling cost, but also the jobs in which the trucks were used were made many times easier."



Baker Fork Truck picking up unit load of lap pulp for loading into box-car.

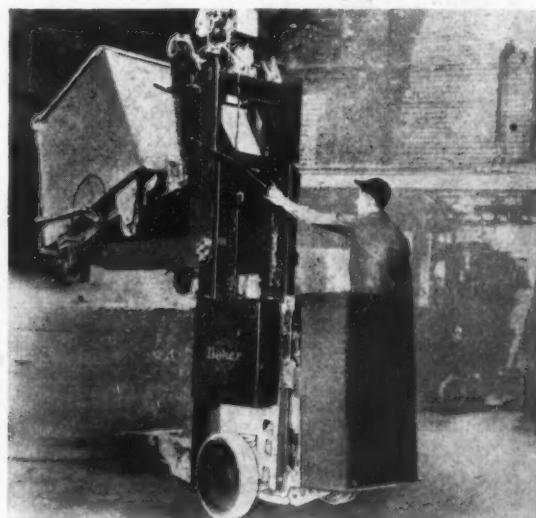
Material Handling operations at this plant are controlled by a central department, which integrates all operations and enables the company to utilize its equipment to the best advantage. Where possible, materials are handled in unit loads on pallets or skids.

See us at Booth 303
Materials Handling Exposition
Cleveland, January 12-16

BAKER INDUSTRIAL TRUCK DIVISION of The Baker-Raulang Co.
2176 WEST 25th STREET • CLEVELAND, OHIO
In Canada: Railway and Power Engineering Corporation, Ltd.

2000-1-47

Plans are under way to have all suppliers ship materials on pallets—incoming shipments not now on pallets are palletized at the receiving point. A new warehouse just completed was designed around mechanized unit-load handling with electric-powered trucks and tractor-trailers. The results are



Substantial savings were made by using a Baker Hy-Lift Truck with special tilt-type platform for charging beaters with pulp.

a maximum use of warehouse space, a minimum of handling time and cost, and better, faster service for the company's customers.

Let the Baker Material Handling Engineer show you how similar savings are possible in your plant.

Baker INDUSTRIAL TRUCKS



TREASURE MAP OF INDUSTRY

Montana*

**WEALTH OF MINERAL DEPOSITS
IMMENSE COAL RESERVES
LARGE LUMBER PRODUCTION
AVAILABLE WATER POWER
ABUNDANT LIVESTOCK
VALUABLE WOOL CLIP
VARIED AGRICULTURE
TREMENDOUS WHEAT YIELD
SCENIC BEAUTY**



* One of a series of advertisements based on industrial opportunities in the states served by the Union Pacific Railroad.

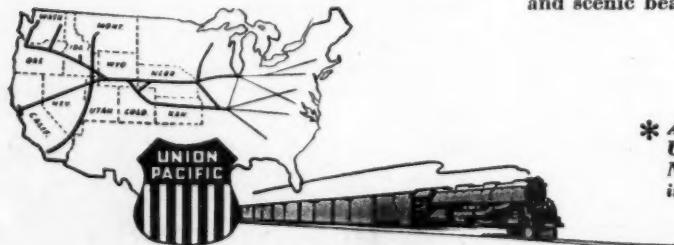
Known as the "Treasure State," Montana is richly endowed with raw materials essential to industrial production. Among the many metallic minerals are silver, copper, lead, manganese, chromium and molybdenum. Coal reserves have been estimated at over 400 billion tons. The majority of the state's cities are supplied with natural gas.

Montana is a top producer of cattle and sheep, the annual sheep production being approximately two million head with a wool clip of great value. In agriculture, wheat takes first rank among grains. Sugar

beets, potatoes, together with other vegetables, are grown on its farms. There are many thousand acres of forests, principally pine.

The Union Pacific Railroad serves Butte in the heart of the great mining area, and West Yellowstone—most popular rail entrance to the famous Yellowstone National Park.

Montana welcomes new industry. It has the space, materials, facilities and manpower to encourage firms seeking new locations. Additional advantages are good living conditions, an excellent educational system and scenic beauty.



* Address Industrial Department,
Union Pacific Railroad, Omaha 2,
Nebr., for information regarding
industrial sites.

UNION PACIFIC RAILROAD

THE STRATEGIC MIDDLE ROUTE



THIS MONTH'S COVER
Symbolizing the door to better Traffic Management in distribution, is discussed on page 65.

H. S. WEBSTER, JR.
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DISTRIBUTION AGE

The Magazine That Integrates All Phases Of Distribution

100 E. 42nd St., New York 17

VOL. 46, NO. 11

November, 1947

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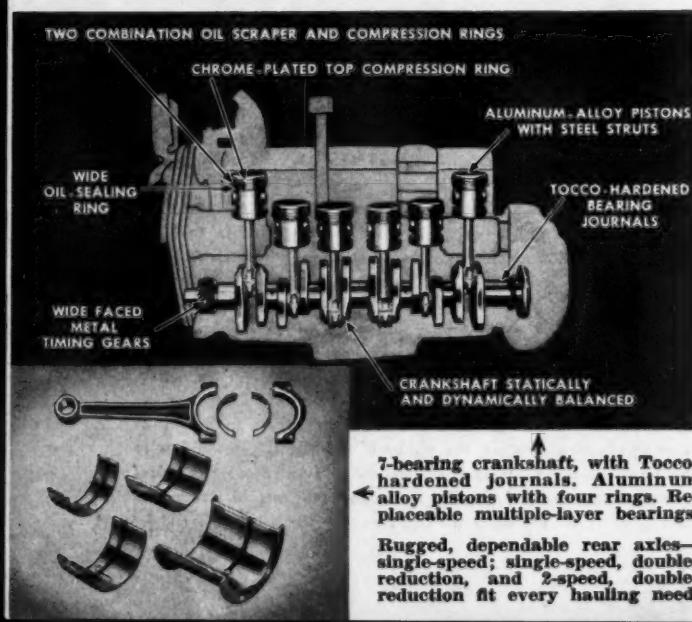
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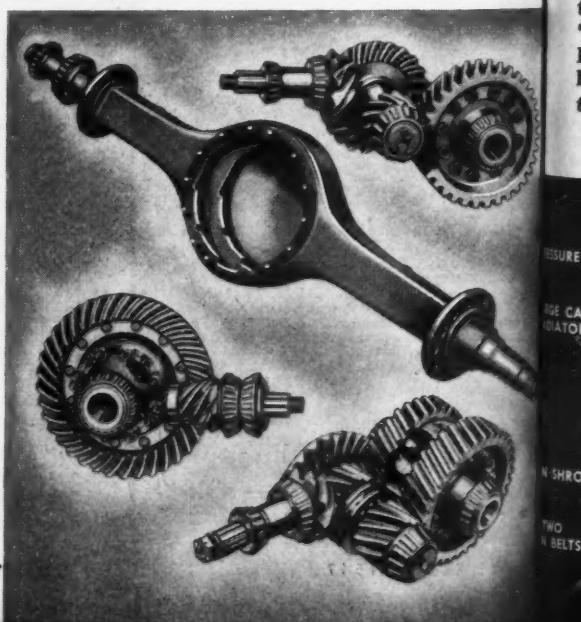
STATEMENT OF POLICY . . . Our policy is based on the premise that distribution embraces all activities incident to the movement of goods in commerce. If distribution is to be made more efficient and economical, we believe business management must consider more than sales, because more than sales are involved. Marketing, while vital, is one phase only of distribution; seven other practical activities not only are necessary but condition marketing costs. Most commodities require handling, packing, transportation, warehousing, financing, insurance, and service and maintenance of one kind or another before, during or after marketing. We regard all of those activities as essential parts of distribution. Hence, the policy of DISTRIBUTION AGE is to give its readers sound ideas and factual information on methods and practices that will help them to improve and simplify their operations and to standardize and reduce their costs in all phases of distribution.

X-RAY ON THE LONG LIFE



7-bearing crankshaft, with Tocco-hardened journals. Aluminum alloy pistons with four rings. Replaceable multiple-layer bearings.

Rugged, dependable rear axles—
single-speed; single-speed, double-reduction, and 2-speed, double-reduction fit every hauling need.



EVIDENCE E AND ECONOMY OF

FROM radiator to rear axle, these heavy-duty trucks were especially engineered and built for long, economical service.

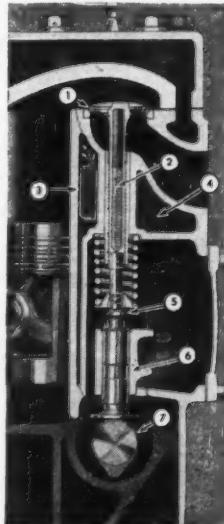
They're powered by two brilliant truck engines, of 282 and 331 cubic inch displacement. Horsepower-to-weight ratios reach a new high! These engines develop 225 and 270 pound-feet of torque respectively—and maintain high torque output over a wide speed range.

Engine cylinder walls, of chrome nickel molybdenum alloy cast iron, are *so hard* that wear is almost non-existent. Valves are made of silchrome, a special valve material of exceptional durability. For long life, exhaust valves are sodium-cooled; valves and valve seat inserts are stellite-faced.

Everywhere, unnecessary surplus weight is eliminated by improved design and advanced metallurgy. New and strictly *heavy-duty* clutches, and a remarkably efficient five-speed transmission—coupled with rear axles of entirely new design—provide a highly efficient transmission of driving torque to the wheels. Despite their husky construction and rugged strength—these trucks handle with ease, even on steep grades with capacity loads.

If your transportation requirements fall within the 18,500 to 23,000-pound gross vehicle weight ranges (up to 40,000 pounds G.T.W.) . . . get the complete story of these great new Dodge "Job-Rated" heavy-duty trucks from your Dodge dealer. We believe you'll find them your long-awaited answer to *lower-cost hauling* in their capacity ranges!

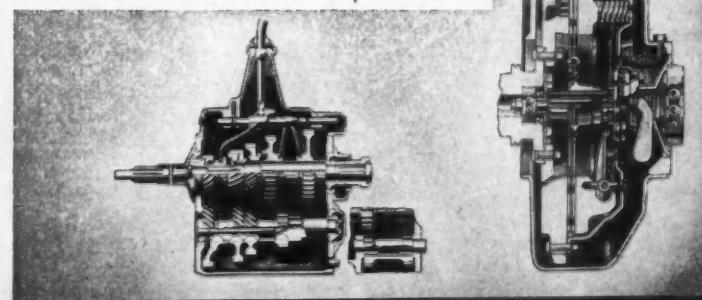
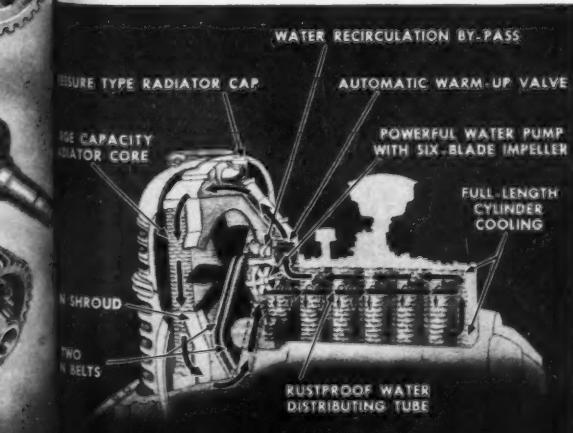
DODGE "Job-Rated" HEAVY DUTY TRUCKS

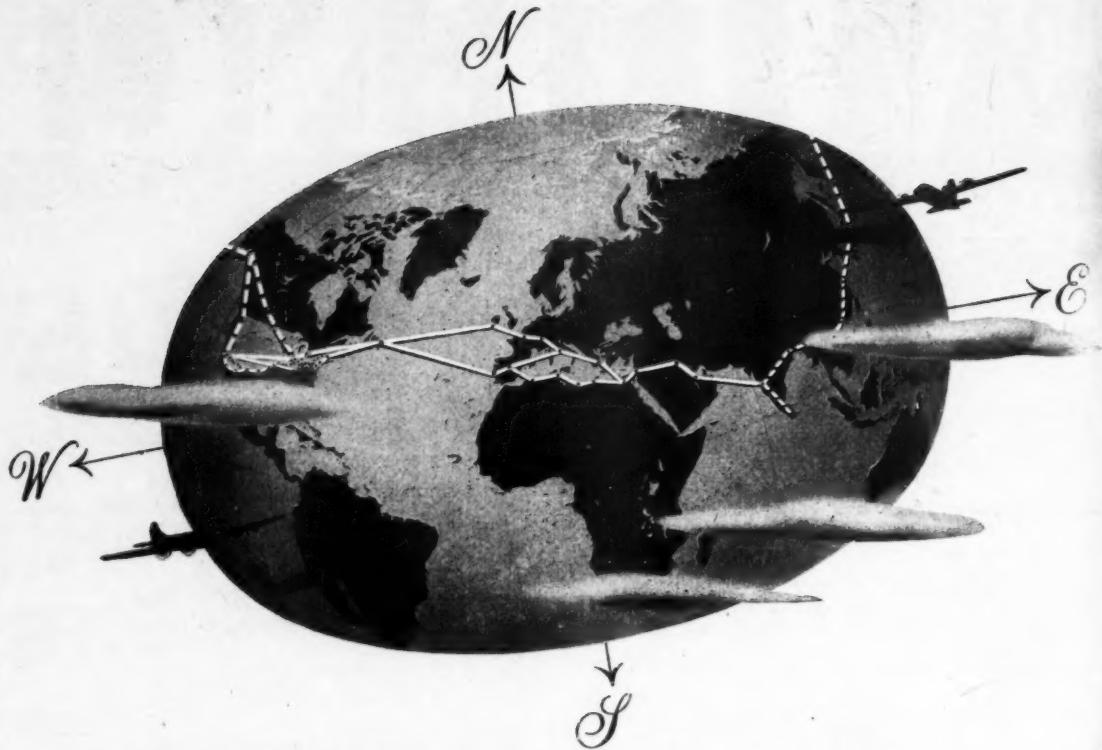


- 1 Stellite-faced exhaust valves and seat inserts. (All valves and valve seat inserts are of hard, durable silchrome.)
- 2 Sodium-cooled exhaust valves.
- 3 Rustproof water distributing tube for exhaust valve seat cooling.
- 4 Large water pockets surround valve stems for quick heat dissipation.
- 5 Self-locking adjusting screws facilitate tappet adjustments.
- 6 Tappets lubricated by pressure feed for long life.
- 7 High-test cast iron alloy camshaft supported by four large bearings.

This highly effective cooling system is an important reason for the greater economy, dependability, and longer life of these heavy-duty trucks.

Rugged 5-speed transmissions and heavy-duty clutches, with capacity well in excess of engine torque, insure long life, low-cost maintenance.





TWA flies Fresno freight to France

One-carrier cargo service from Fresno to France—Toledo to Tunis—Burbank to Bombay—that's what TWA has to offer!

This transcontinental and trans world cargo coverage results from perfect teamwork between TWA AIRFREIGHT, at home, and SKYCARGO, abroad.

Transcontinental AIRFREIGHT

Across America, from coast to coast, TWA AIRFREIGHT provides swift, efficient, high-frequency freight service between all cities on its vast transcontinental routes—plus all other American cities served by *scheduled* U.S. airlines.

It represents a tremendous step ahead, not only for you shipping people but also for the present and future security of this nation. Your continued patronage will produce more service for yourselves—more security for your Uncle Sam.

Trans World SKYCARGO

TWA SKYCARGO has pioneered the first

scheduled all-cargo overseas service. Now nearly a year old, this *all-cargo* service provides 10 foreign countries in Europe, Asia and Africa with regular weekly round-trip flights.

SKYCARGO space may be reserved as far ahead of time as you desire. And when your goods leave the country on an all-cargo flight, a Flying Cargo Agent goes right along with them—to protect the general welfare and swift delivery of your shipment.

Each specially equipped all-cargo plane is fully insulated and heated—with a 2,000-pound-capacity strongbox built right into the fuselage, to safeguard special shipments.

And SKYCARGO rates have just been reduced as much as 25%!

For complete facts on TWA AIRFREIGHT, call your nearest TWA Airfreight Office. For full details on TWA SKYCARGO, or a "Fresno to France" shipment, contact your *International Freight Forwarder* or your nearest TWA office.

All TWA passenger flights also carry mail and cargo.

TWA
TRANS WORLD AIRLINE



"Mack Mono-Shift Performance is Sensational . . .

gives us quicker shifting . . . higher average speed "

• This tribute to Mack's Mono-Shift transmission comes from a mid-western hauler whose trucks range from coast-to-coast and from Canada to the Gulf.

It's typical of owner and driver enthusiasm all over the country—hailing Mono-Shift as the first great postwar improvement in heavy-duty truck design.

And with good reason! Mono-Shift does away with the awkwardness of dual gearshift levers in multi-speed transmissions. It assures even progression of speeds and eliminates loss of momentum while shifting.

Just a flip of the finger and a kick on the clutch pedal, that's all—and the one-hand shift is made simultaneously for both main and compound ratios—10 speeds with a single control.

Because it permits pre-selection of compound shifts and quicker shifting without momentum loss, Mono-Shift makes possible higher average speeds and lower operating costs. It adds to safety in hilly country because the compound can't neutralize. And it takes a lot of the strain and drudgery out of the driver's job.

Mono-Shift is a good example of the advanced thinking and extra effort that goes into the making of a Mack. More work goes into Mack trucks so that you can get more work out of them.



since 1900, America's hardest-working truck

Mack Trucks, Inc., Empire State Building, New York 1, New York. Factories at Allentown, Pa.; Plainfield, N. J.; New Brunswick, N. J.; Long Island City, N. Y. Factory branches and dealers in all principal cities for service and parts. In Canada, Mack Trucks of Canada, Ltd.

Trucks for every purpose

North American is your **BEST** choice!



over **350** *North American* agents
give you this outstanding
LONG DISTANCE MOVING SERVICE

Wherever you are, North, South, East or West, you can get an outstanding job of long-distance moving if you call on North American.

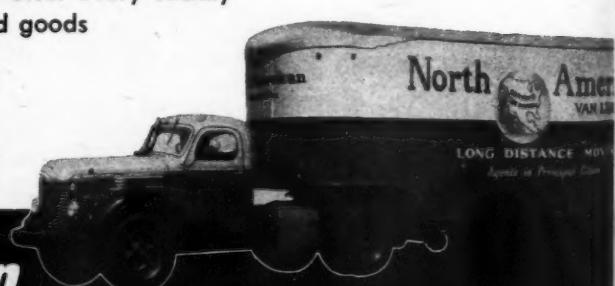
You can depend on our trained personnel and our modern, weather-proof, smooth-riding vans. We offer every facility for the safe transportation of household goods and office equipment.

Consult the *North American* agent in your territory now. You'll find his listing in the classified section of your phone book.

North American
Van Lines, Inc.

GENERAL OFFICES: FORT WAYNE, IND.

WAREHOUSES IN PRINCIPAL CITIES



Comfort for Truck Drivers



- Roomier Cabs with 8 Inches More Seating Width
- Adjustable Seats with 73 Individually Wrapped Springs
- Weather-Sealed Windshields with 20% More Visibility
- Advanced Circulating Fresh Air Ventilation System
- Three-Point Cab Mounting with Rubber Stabilizers
- Newly Styled Exclusive GMC Bumper Bar Grille



New GMC grilles incorporate a protecting bar of heavy bumper stock at top and sides. Frame mounting and angle bracing add greater strength.

GMC's new cabs circulate fresh air by means of a revolutionary new ventilation system. You can have forced air heating and defrosting, too, if desired.

All New... THROUGH and THROUGH

Truck owners and drivers everywhere are praising new light-medium duty GMCs for their leadership in post-war construction and design. Cabs are all-new, all-steel with flexible, rubber-cushioned mounting . . . wider and deeper, adjustable seats . . . circulating, fresh air ventilation . . . complete insulation and soundproofing . . . greater visibility in windshields, doors and rear windows.

For extra value and dependability there's GMC's stronger, sturdier chassis and improved, war-proved engines. For outstanding appearance and added stamina there's GMC's advanced new styling and exclusive front-end construction.

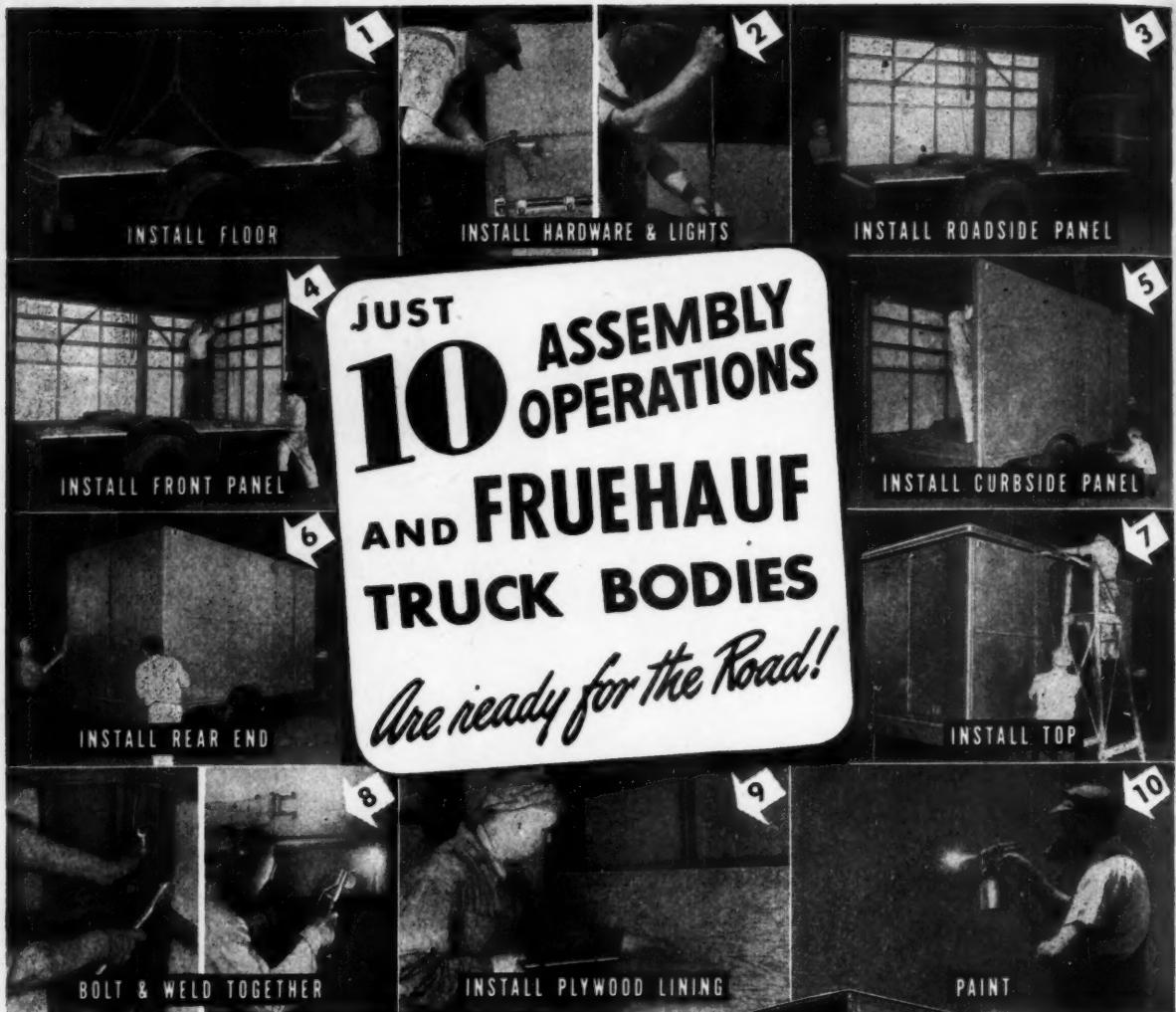
GMC TRUCK & COACH DIVISION • GENERAL MOTORS CORPORATION

GMC
TRUCKS

GASOLINE • DIESEL

THE TRUCK OF VALUE

NOVEMBER, 1947



● This picture sequence shows the ease of assembly and why Fruehauf All-Steel Truck Bodies are ready for the road in merely a matter of a few hours. Any Fruehauf Factory Branch can assemble one as you want it and install it on your truck chassis—or you can do it. The body combinations are practically limitless—more than 500. And, production-line manufacturing makes possible remarkably low prices.

BODY DIVISION
FRUEHAUF TRAILER CO. • DETROIT 32

69 Factory Service Branches



FRUEHAUF

\$520
Delivered at
 Kansas City Factory

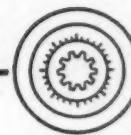
SEE THEM AT
 YOUR FRUEHAUF
 FACTORY BRANCH OR
 SEND FOR BOOKLET
**"Fruehauf
 Truck Bodies"**

*Base price 12-ft. van body less doors, K.D.
 Assembly and mounting on truck chassis
 ready for finish paint, \$350 additional.
 Taxes extra.

TRUCK BODIES

DISTRIBUTION AGE

EDITOR'S PAGE



"Partners in Freedom"

THE INDISCRIMINATE use by too many business men of the opprobrious term "brain trusters" to discredit criticism of our industrial system by educators in our schools and colleges, and the equally contemptuous attitude of these same educators toward business and business leadership generally reveal a deep, fundamental lack of mutual understanding and respect between American industry and education.

The extent and seriousness of this difference in viewpoint should not be minimized, and we profitably can give heed to the note of warning sounded in the recent address of William T. Gosset, vice president and general counsel of the Ford Motor Co. to members of the Assn. of Governing Boards of State Universities and Allied Institutions.

"I do not want," Mr. Gosset said in referring to a recent public opinion poll which revealed among other things a preference on the part of educators for governmental price control and government ownership of certain basic utilities, "to put myself in the position of expecting college professors unanimously to acclaim the performances of American business, large and small; on the contrary, constructive criticism from education over the years has made a very substantial contribution to the correction of many of the weaknesses in our industrial system. This is a natural and fortunate result of academic freedom. I do, however, want to express my surprise and dismay that such large percentages of these representatives of education should suggest Government ownership as an alternative to our traditional methods.

"All over the world," Mr. Gosset said, "we see conflicting ideologies competing for domination. In such a threatening national and international climate," he said, "it seems to me most regrettable that our own business and educational institutions are not pulling in harness, but instead are too often apparently pulling in different directions. The problem, as I see it, is not really whether these two groups can learn to get along better together; the problem is whether we can, as a nation, meet our internal and external challenges with maximum strength when two of the most important bodies of our citizens are separated by a gulf of misunderstanding and distrust."

Perhaps, as Mr. Gosset suggests, a large part of the difficulty lies in the fact we just don't know one another well enough. Better acquaintance might lay a foundation for better understanding.

H. S. Webster, Jr.



IN THE October issue of DISTRIBUTION AGE, a small but none the less important change was made in the publication's "masthead." The title of H. S. Webster, Jr., was changed from that of vice president and general manager to that of publisher. The editor felt at the time that this change warranted a page at least, but "Harry," as he is known to his countless friends in the warehousing and distribution industries, felt otherwise. However, this, after all, is the Editor's Page and the editor feels that he should exercise, even if belatedly, the prerogative vested in that title and acquaint Harry Webster's many friends with the facts of his recent promotion.

Harry Webster started with the Chilton Company 31 years ago. To his advanced thinking since he became general manager in 1937 can be attributed the many changes which are making DA successful. Six years ago he foresaw that air cargo would become one of the vital methods of transportation and that it would have to be integrated with highway transportation, its natural ally, if its full potential was to be realized. He also foresaw, as the editorial content of this publication over the years has demonstrated, that greatest efficiency was possible only through use of materials handling equipment for the loading and unloading of air cargo. To him, also, can be attributed the present policy of DA which conceives of distribution as embracing all of the activities incident to the movement of goods in commerce and which stresses the need for greater cooperation and integration of distribution's eight basic functions.

We are proud to have Harry Webster as our publisher, and the editor feels that this pride will be reflected in greater effort to serve readers on the part of all members of the DA staff.

D.J. Witherspoon

Editor

NEXT MONTH

Some of the features scheduled for DISTRIBUTION AGE for December include:

MEN AND METHODS . . . Leading authorities in industry and DA staff correspondents will discuss men and methods—the human equation and the mechanical—in relation to basic distribution practices. If the overall cost of distribution is to be controlled there must be more recognition from top executives, as our authors point out, of the need for more integration and coordination between various distributive phases, including transportation, handling, packing and packaging, finance and insurance, warehousing, marketing and service and maintenance.

BRITAIN'S NATIONALIZATION ACT . . . G. Lloyd Wilson, who discussed the economic and political pressures responsible for Britain's program to nationalize transportation in the July issue, will again discuss the subject, this time in the light of public reaction as revealed in leading British trade papers and in the discussions, pro and con, which preceded its enactment into law. He will also discuss the men who will administer the new law.

COLD STORAGE DEVELOPMENTS . . . R. T. Prescott, of The Refrigeration Research Foundation, will outline the rapid increase in refrigeration research which is making new and better products possible in this field.

SAFETY IS EVERYONE'S BUSINESS . . . Benjamin Melnitsky, special correspondent, will discuss the requirements of a safety program designed to reduce hazards inherent in various distributive phases. Mr. Melnitsky's article is a new and thought-provoking approach to an important subject.

AIR CARGO CARRIER TROUBLES . . . John H. Frederick, air cargo consultant, will discuss the reasons why so few of the non-scheduled cargo carriers are applying for CAB certification as common carriers under the eased regulation which went into effect in June of this year.

LETTERS to the *Editor*

Mr. Odell's Article

Sir:

After reading Mr. Odell's article "Wanted—A Crutch for a Lame Industry" in the September issue of DISTRIBUTION AGE, I wish to say that he has "hit the nail right on the head."

We have been fooling around with similar ideas. But this has been the best yet. I think it would be a good idea if he wrote some more articles along this same line. If he has any more thoughts along this line and cares to pass them along to us we would appreciate them. But be sure he keeps writing these articles and keeps us all awake.

—Harry Putnam, Jr., Manager, Putnam's Express, Holyoke, Mass.

It's Up to Mr. Odell!

Sir:

On page 35 of the September issue of DISTRIBUTION AGE, our friend, Robert F. Odell, writes with criticism of the "strong backs and weak minds" of the people in the moving and storage industry.

The writer, his own father, and father's father before him, have been in the moving business since the time when a single horse express wagon, and a pile of burlap were used for moving. With the exception of the criticism concerning inventories, which, incidentally, our men make before loading one piece into the truck, I desire to point out to you that Mr. Odell's criticism is unjust, unwanted, and in the opinion of the writer, stupid.

Every association of movers and carriers has given thought and attention to the problem of loading household goods into a van in such a way as to decrease the amount of manual labor. The writer, himself, has spent many a weary hour trying to figure it out. But because no two houses are alike, and because no apartment has exactly the same furniture in it that any other one has, the writer doubts if any answer will be found in the foreseeable future. True, if we could get the owners of buildings to build them all exactly alike, with a platform so that we could use conveyor belt, and fork lift equipment, such as the airlines use, the problem would be readily solved. But, since that is not possible, I doubt very much if any other method of moving furniture, except the "strong back and weak mind" method is going to be found in the near future.

If Mr. Odell is so smart, why doesn't he devise a system himself, to lessen the manual labor; I can practically guarantee him that fifty thousand

movers would purchase immediately. And, if he can't put up, he should shut up.

—John J. Rapp, President, Trans-American Van Service, Inc., Chicago, Ill.

Another "Screwball"

Sir:

I was very interested in reading Robert F. Odell's plea in DISTRIBUTION AGE, September issue, for "A Crutch for a Lame Industry," the household goods moving and storage industry. I do not think his many suggestions were entirely "screwy" and hope that we may read more of the other similar ideas he has, but which he refrains from expressing.

The moving of officials' and employee's personal effects is today a fairly simple operation. You call a mover and have an estimate submitted. He picks up the goods, warehouses them, packs and crates them, loads them into a van or freight car and he delivers them at destination in accordance with your requirements. You may call three or four movers for quotations and in the final analysis you will find they have all been using the same slide rule and quotations are close, if not identical.

My beef is this. In Canada, where transcontinental rail moves are involved, our movers have to box or crate every article to be shipped. Packing costs as a general rule are higher than the transportation costs and the transportation costs have already been inflated by the weight of the packing material.

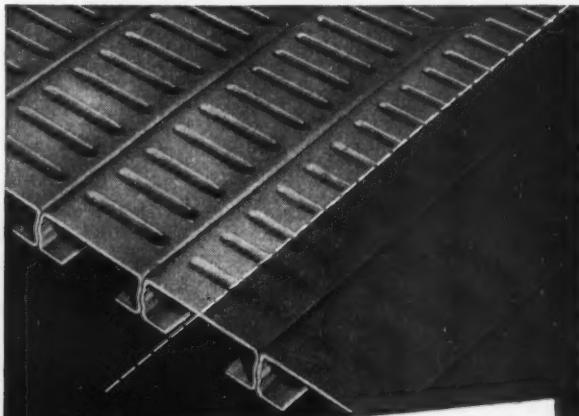
Why does not the industry as a whole go in for more carload shipments (one or more client's goods) using the minimum amount of boxing and crating material? If vans are used, such material is conspicuous by its absence. In the case of rail car-loads, (forgetting carriers' requirements for the time being) why can't the movers pack household goods in the same manner as they would pack a van. Surely, pads, quilts and cushioning materials used in conjunction with simple bulkheads could be utilized to a much larger extent than is the case now, without greater hazard to the goods, and at less cost than lumber. I am referring of course to shipments between points where such packing material could be used over and over again by the moving agency or its associates. The costs of lumber and labor in packing today, together with the long delays awaiting goods being packed in movers' warehouses, involve a heavy cost to the individual or com-

(Continued on Page 55)

IT'S NEW! IT'S NEWS!

See how even greater strength has been designed into NAILABLE STEEL FLOORING

TOUGH BEFORE . . . NAILABLE STEEL FLOORING has earned a reputation as the toughest, most durable flooring yet developed. Its channel construction and the use of N-A-X HIGH-TENSILE steel give it great impact-toughness, resistance to dishing, and wear-resistance. This view shows original smooth-top channels.



NOW EVEN TOUGHER . . . Now corrugations have been designed into NAILABLE STEEL FLOORING that more than double the resistance to surface deflections. Corrugations are 7" long, $\frac{3}{8}$ " deep, spaced 3" c/c. Corrugations alone can be filled with a tough, skid-resistant composition, or entire floor area can be coated. This view shows corrugated channels before and after application of non-skid coating.

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with

NAILABLE STEEL FLOORING

Lower Operating Costs . . . Cars with NAILABLE STEEL FLOORING handle all types of freight. They eliminate switching and assembly operations to provide suitable floors for different loading. Turn-around time is lowered, car supply improved, operating costs cut all along the line.

Less Maintenance Expense . . . NAILABLE STEEL FLOORING is stronger structurally, stronger in impact- and wear-resistance. It cuts maintenance and replacement costs because it wears longer, is less liable to damage from impact-loading or ripping by unloading tools. Under normal conditions, it should last as long as the car itself.

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You can afford, with the new reduced rates, to use Delta Air Freight for a steady volume of shipments, to capture new markets with delivery schedules no ground carrier can match. You'll find excellent connections from the Mid-West and East at Chicago, Cincinnati and Knoxville, and from the Far West at Dallas, Fort Worth and Chicago. Optional pick-up and delivery service at all Delta points.

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Compare these rates for Delta Air Freight with your available first class service to the same points. Compare time in transit, too, and you'll see the economy of shipping via Delta.

For 100 pounds between:

CHICAGO-CINCINNATI	\$3.07
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ATLANTA-CHICAGO	\$6.55
FORT WORTH-ATLANTA	\$8.00
CHICAGO-MIAMI	\$12.30



TRAFFIC



Ewing Galloway, New York

IS TRANSPORTATION

By CHARLES L. SAPERSTEIN
Special Correspondent

APROMINENT shipping executive recently told me that in his opinion, "traffic men as a group are so immersed in rates, classifications and routings or else are so wrapped in fence-mending gestures designed to solidify their niche in the corporate set-up, that many are forgetting to stand up and fight for their cardinal function, i.e., good shipping! In other words, they are substituting the mechanical detail and the trimmings of their assignment for the real thing of guiding goods safely through all phases of movement."

In view of the excellent and progressive work being accomplished by so many men in traffic management, the comment may seem more caustic than the facts justify. But coming from a traffic manager of one of our largest corporations who himself has taken

The industrial traffic manager must concern himself with more than the routine paperwork which passes over his desk . . . He often must be a salesman capable of "selling" top management on the importance of adapting his recommendations for an overall betterment of shipping methods.

the initiative many times in behalf of improving shipping conditions generally, it is difficult to dismiss his indictment without reflection.

None will dispute this overall premise. A traffic man worthy of his title has got to be able to do more than figure a rate, prepare a bill of lading or trace a missing carload of goods. He has got to be aware of the qualities which make for a good shippable package; he must be qualified to judge between proper and improper handling; he must be able to decide for himself as to the adequacy of carriers' equipment. Armed with this broader knowledge, he has a field beyond the realm of paperwork which crosses his desk. He must be a fighter for the principles he knows are necessary. Often, he must be a salesman capable of "selling" other functional executives on the importance

of adopting his program for improved results in shipping.

The validity of this contention is indicated by the fact that leaders in traffic management education are recognizing the need for practical shipping knowledge as well as technical through the increasing use of training film and lecturers to cover the subjects of packing, crating, stevedoring, stowing, shoring and related topics in courses of study. Further, the interest, comments and questions which inevitably are contributed by young men seeking to advance their knowledge of traffic by attending such courses convinces me that there will be less and less a traffic man in the future whose *forte* is limited to his tariffs.

I do not intend to imply that a good traffic man must also be an expert in the field of the pack-
(Continued on Page 80)

GENERAL TRAFFIC

Yesterday the responsibilities of traffic managers were chiefly technical . . . Today traffic men must sit in top management's councils and help formulate overall distribution policies.

By G. LLOYD WILSON

A GENERATION ago the responsibilities of industrial traffic managers to the industries they served were primarily technical in character. They consisted chiefly of arranging for transportation services and facilities, negotiating classification descriptions and rates, arranging for equitable rules and regulations governing the shipments of goods in which the industries were interested, preparing and executing shipping documents, discovering loss and damage to shipments and the presentation and collection of claims, ascertaining overcharges and filing overcharge claims, and similar duties of technical traffic character.

These matters were and still are important. No traffic department worthy of the name can be operated without a staff technically competent to attend to these and many other routine and service operations of traffic management. The significant development in the past generation has been the lifting of the plane of activities of traffic management to a position in which the chief traffic executive and the staff share in the responsibilities of top industrial management in formulating and directing traffic policy in consonance with the general policy and program of the management of the industry.

In many industries traffic managers have been brought into the executive councils of top management, so that they may know what management is doing and planning to do. Fortified with this knowledge the executives charged with the responsibility for transportation and traffic matters can advise management with respect to the transportation and traffic aspects of the general industrial

problems and programs. They can encourage management to proceed with supply, production and marketing programs by informing management of the possibilities of arranging for transportation services or rates necessary to implement the programs. They can and should raise cautionary warnings when suggested programs of supply, production or distribution will encounter insurmountable transportation and traffic difficulties. There is no net gain to management if a purposed program of supply, production or distribution will save 50c. a ton in production costs, and require transportation services which will cost 60c. per ton. Transportation as a factor in cost must be considered at the time the programs are being formulated, and not afterwards.

Too often in the past traffic managers outside the council of top management have been given the assignment to arrange for transportation services or to negotiate rates necessary to activate a program decided upon without their knowledge or participation. Often these harassed men have found it impossible to make arrangements for the transportation services or rate adjustments after the programs have been put in operation. In many cases they could have been arranged if the traffic men had known of the programs before their formulation, or could have suggested alternative programs consistent with sound and equitable transportation and traffic practices. Sometimes traffic managers have been stigmatized as incompetent or uncooperative because of the impossibility of making the arrangements expected of them. Some have lost prestige or even their

jobs because of situations created by action taken by management without benefit of transportation advise and counsel. Management is the real loser in cases of this sort and not the traffic managers who have suffered personal misfortune as a result of it. Management has lost the benefit of sound advice and counsel with respect to transportation and traffic strategy necessary to activate any program of supply, production or distribution. Commercial traffic and transportation strategy is as important as logistics in military operations. Industry is discovering it, to its benefit and to the enhancement of the prestige of industrial traffic management.

So far this discussion has been phrased in generalities—purposely, to trace a broad trend. The drafting of traffic management into the higher echelons of management has not been confined to larger industries producing large quantities of goods and with plants scattered throughout the country; it is found also in small and medium sized industries.

In smaller industries the traffic manager is brought into the executive council with the president, treasurer, comptroller, labor relations executive, legal counsel, purchasing agent, production manager and sales manager, so that all specialized aspects of managerial problems can be discussed. Policy and programs are developed, taking into account the best possible combinations of purchasing, manufacturing, financial, legal, labor, sales, and transportation tactics. The president or executive vice-president can interpret managerial policy determined by the board of directors to this executive group and obtain their suggestions for its further development and im-

MANAGEMENT

... A Top Management Function

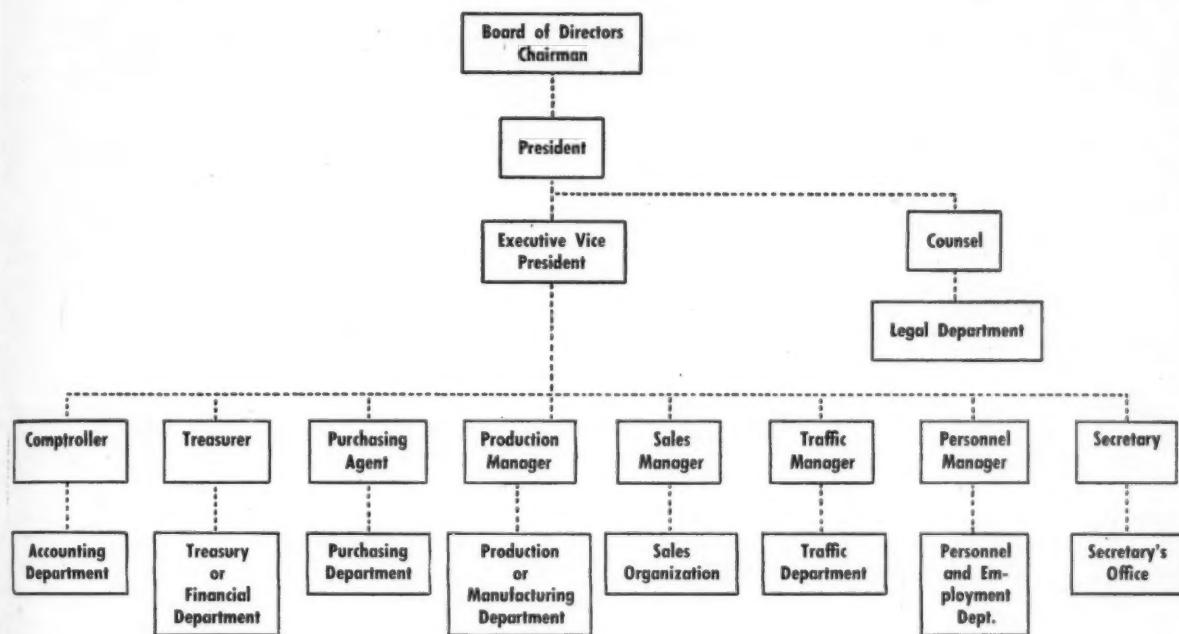


Figure No. 1
Representative Organization Chart of Small or Medium Sized Industrial Enterprise

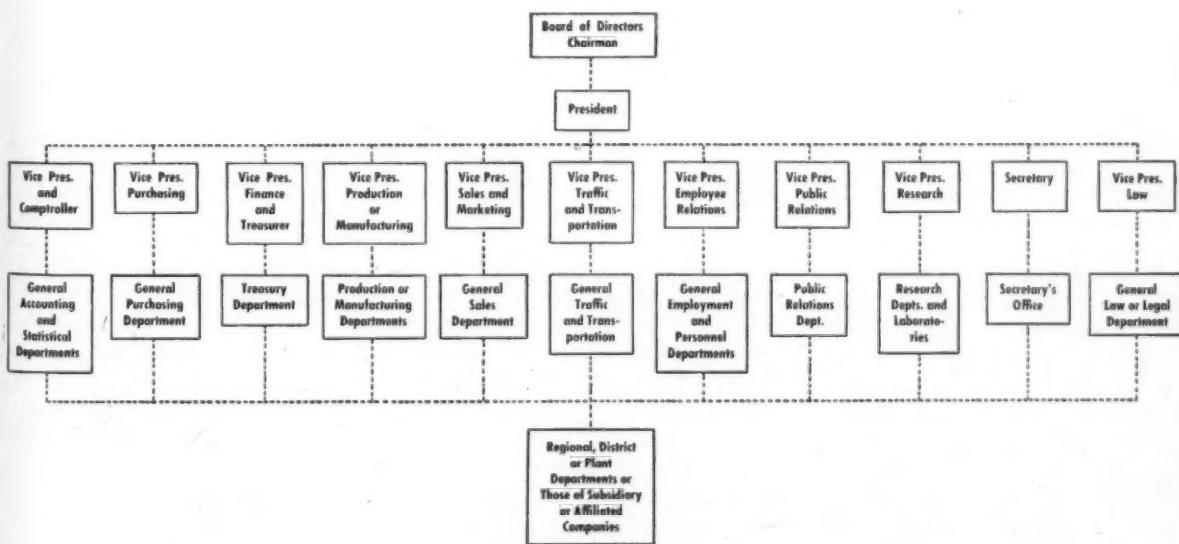


Figure No. 2
Representative Organization Chart of a Large Industrial Enterprise

provement. The chief executive officers in turn can interpret the commercial strategy developed by the executive council to the board of directors for its approval and incorporation into the overall policy and program of the company. Conflicts between departments can be thrashed out in these councils. Decisions can be made, taking into account the differences of opinion which are the natural and desirable consequences of considering problems from different points of view and of studying the technical aspects of supply, production, labor relations, law, finance, sales and transportation.

Industrial policy and programs are dynamic, not static. They are continually changing with the state of the arts, with personnel relationships, with sources of supply, with changes in marketing, with governmental regulations and with financial conditions. It is not suggested that the participation of traffic managers or of any other functional department head or executive will lead to an easy and permanent solution of problems of industrial policy or strategy. On the contrary, the participation of traffic managers and other specialized executives contributes to the continuing development of policies, practices and procedures, as changes take place in any field of specialization of significance to the industrial program as a whole.

In large industrial organizations the traffic executive officer—vice president in charge of traffic, director of traffic, or general traffic manager—is a member of the executive council or committee together with the executives in charge of other specialized aspects of management. They participate in the formulation of managerial policies and in the development of programs at the highest executive level. These policies and programs are interpreted for the development of traffic practices with the persons in charge of the technical aspects of the traffic department. Standard practices are worked out with the certain knowledge that these practices are in accord with the overall industrial program. The chief

traffic executive or one of the members of his immediate staff travels to the plants or district offices to assist the plant or regional traffic managers to interpret or apply the policy and program, and to reconcile differences or assist in solving local programs in the light of the general tactics. Conferences of the regional traffic officers and the general staff are held periodically or as changes in conditions make such meetings necessary or desirable. The chief traffic executive and members of his general traffic staff advise, counsel and coordinate the work of the components of the traffic organization. They act as the coaching staff of the traffic teams which represent the interests of the industry in its various phases of traffic activity. The general traffic staff serves as liaison with the purchasing, sales, accounting, manufacturing, engineering, personnel, public relations, law and other functional executives in applying and directing the application of policies through procedures and practices.

The organization chart reproduced in Fig. 1 represents the executive traffic organization in a small or medium sized industrial organization with a single traffic department and responsibilities concentrated in a single plant. Fig. 2 shows a traffic organization of the type found in a large complex industrial organization operating a number of plants in different parts of the country. Some of these organizations function in industries which have several or a number of subsidiary or affiliated enterprises under one management. Such organizations have manifold traffic and transportation responsibilities and diverse traffic interests which require guidance and counsel, although the policies of the separate companies may not be subject to centralized control. The coordination of the traffic departments of industrial enterprises of this type call for great skill and diplomacy.

The executive aspects of traffic management are of such wide variety and so largely shaped by the nature of the industry that it is fruitless to undertake to es-

tablish a general category of these responsibilities. The broad nature of some of them which are common to many industries may, however, be cited.

One of the important aspects of traffic management is the timing of the transportation of goods so as to take advantage of seasons of open water navigation, or of good road conditions, or of off-peak periods of traffic when vessels or freight cars or motor vehicles are available and better services can be obtained. Favorable rates can sometimes be negotiated by utilizing the carriers' facilities in off-peak periods. Through the co-operation of industrial purchasing and traffic officers, raw materials of non-perishable character can be purchased when the market is favorable, transported when transportation facilities or services are available and obtainable at best advantage, and stockpiled in anticipation of use. If the industry's requirements are discussed and programs are formulated by the executive council, both the purchasing and traffic officers can give management the benefit of expert advice. If similar programs are worked out with production, sales and traffic guidance, goods can be manufactured, sold, transported and stored at places where they are needed economically and efficiently. Prices can be worked out for purchase or sale which will consider all elements of cost. Competitive problems can be studied with all aspects of purchase, manufacture, sales distribution and transportation considered.

Many industrial problems can be solved only by the location or relocation of plants or factories, branches, warehouses, or distribution depots. These problems involve the cooperation of all departments of the industry so that alternative locations can be studied in every aspect, including those involving traffic and transportation. Factors in plant location embrace a combination of transportation and other factors, including:

1. Availability of sources of raw materials.

(Continued on Page 76)



THE GWINNIE BILL

By ARNOLD KRUCKMAN
Washington Correspondent

The Bill to regulate "practitioners before the administrative agencies" is before Congress for the twenty-second time . . . It is championed by the American Bar Assn. and opposed by the Assn. of Interstate Commerce Commission Practitioners on the grounds that it would seriously restrict the activities of nonlawyers.

THE perennial bill which seeks to "protect the public with respect to practitioners before the administrative agencies" again is before Congress. This time it is known as H. R. 2657, introduced by Representative John W. Gwynne, Republican, of Iowa, a member of the House Committee on the Judiciary, to which the bill was referred, and from which it has not yet been reported. This is the twenty-second effort to secure legislation of this kind. It is sponsored and championed by the American Bar Assn., and is opposed by the non-lawyer practitioners before the Interstate Commerce Commission, the Federal Trade Commission, the Treasury, and other agencies before which laymen appear as attorneys. The greatest drive against the bill apparently stems from the Assn. of Interstate Commerce Commission Practitioners, and from the members of several associations of accountants who frequently appear before the administrative agencies in Wash-

ton, or wherever the federal government has regional hearing boards or committees. The bill will be the subject of further hearings at the next session of Congress, apparently in January. The opponents profess to believe that there is a real probability that it may be enacted by both houses and sent to the President. But there are many indications that the eternal vigilance of the Assn. of ICC Practitioners, under the guidance of Mrs. Sarah F. McDonough, executive secretary, may again stop the adoption of the proposed law. The activity of the association, together with the interest of other organizations, has roused the usual hornet's nest of resistance; and despite the fact that the majority of the members of Congress are lawyers, it is unlikely that they will buck this vigorous opposition in 1948, an election year.

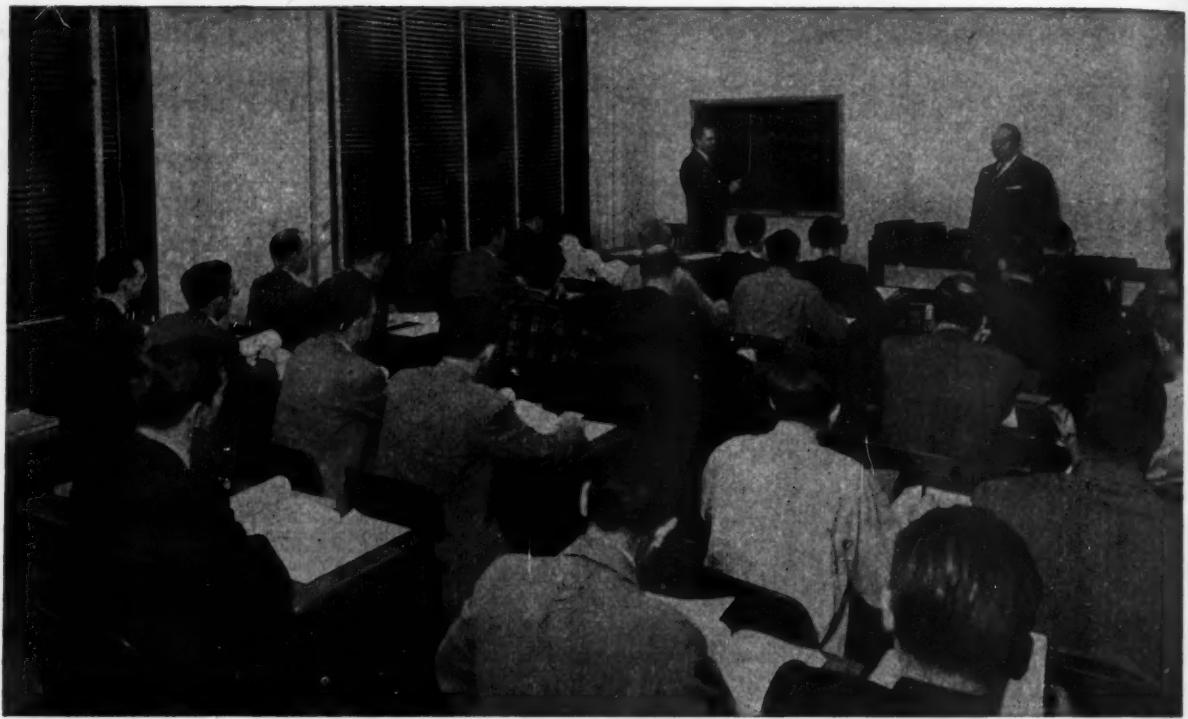
The bill consists of eight sections. It is titled the "Administrative Practitioners Act." Its definitions follow the general

meanings of the terms as the words are used in the recently enacted Administrative Procedure Act, Public Law 404, 79th Congress. The term *practice* particularly has been under fire as it is defined in the proposed law, and is as follows: Practice means any form of appearance or participation in any agency proceeding other than as a witness, except that nothing in the act shall prevent practice by an individual on his own behalf; by a partner on behalf of the partnership; by an officer or employee of any state, local government, or agency thereof or of the United States on behalf of such government or agency; or (if permitted by rule of the agency in any proceeding not conducted pursuant to sections 5, 7, or 8, of the Administrative Procedure Act) by any officer of a corporation or other organization on its own behalf.

Section 3 provides for the establishment of a Credentials Committee, to be appointed by the At-

(Continued on Page 61)

TRAFFIC MEN



DURING the many years that I have been associated with the College of Advanced Traffic, my work has brought me into close contact with hundreds of persons throughout the country who are actively engaged in transportation and traffic management. It is only natural that my observations during these years should have resulted in some personal opinions as to the qualifications and work-habits which seemingly are essential to the making of a good traffic manager. Briefly, I would say that the most successful traffic managers whom I have known have possessed to a high degree:

1. Natural common sense The day-by-day work of a responsible traffic manager involves many prompt decisions in handling transportation situations, and common sense naturally must play an important part in such instances.

2. Understanding of transportation principles This particular qualification often is least ap-

preciated by top management. And top management also often fails to realize the constant study and analysis which the well-qualified traffic manager finds necessary to keep abreast of the ever-changing technicalities and developments in transportation matters. These include regional and national rate changes, new decisions of the Interstate Commerce Commission or Courts which may upset long-established precedents, new state and national transportation legislation. These and many other factors, such as the current shortage in transportation equipment, must be constantly studied to note their possible effect on the profit and loss statements of his firm. In no other profession, with the possible exception of medicine, is there such a need for constant study in order to maintain peak management efficiency.

3. Knowledge of firm's business Traffic management is closely related to many other phases of company management, and espe-

cially including the sales, purchasing, accounting and legal departments. The efficient traffic manager cooperates with all of these departments and furnishes technical advice and information on many matters, such as plant locations, warehousing and distribution activities, allowances on competitive business, carrier contracts.

4. Enjoyment of challenge to abilities The ever-changing local and national picture of the transportation situation presents to the abilities of the traffic manager a constant challenge; and only those persons who enjoy being faced with new and challenging situations, arising hourly, are able to make the grade as successful traffic managers.

It is common knowledge that a traffic manager's work is never done, and because of the intensity of his duties one will often hear a traffic manager "let off steam" by threatening to quit his job in order to "live longer". However, it has been my observation that a com-

NAT SCHOOL

The past few years have witnessed a remarkable growth of interest in practical education in traffic management through the medium of local traffic clubs and practical university courses.



By M. P. HILTON

*Registrar
College of Advanced Traffic*

petent traffic manager, in a company where his services are understood and appreciated, seldom quits. Down in his heart he actually enjoys his daily struggle to keep his transportation program moving smoothly and efficiently.

As a result of the nature of his work, the average traffic manager is possessed of an alert mind and this mental sharpness is especially apparent when there is traffic talk among "old timers" in the profession. Their ability to quickly grasp the essential facts of an intricate transportation situation is amazing when compared with that of men of the same age in other professions.

Because of these and other factors, most of the traffic managers whom I know are highly fraternal or even clannish. Practically all of them are members of one or more clubs. One of the oldest and largest of such clubs in the United States is the Traffic Club of Chicago, founded in 1907 for traffic executives and which today has in excess of 1500 members.

Another self-improvement step taken by Chicago traffic men came in 1923 when seventeen young men who had attended the then recently formed College of Advanced Traffic, organized the Commerce Club of Chicago with the idea of furthering their knowledge of transportation matters. In 1925 the name was changed to The Junior Traffic Club, and during the past year the name was again changed to the Chicago Transportation Club, which has a present membership list of more than 2200 names.

From this first Chicago traffic class of seventeen young men, The

College of Advanced Traffic has grown steadily until today the enrollment exceeds 750 students in the Chicago school alone. The college motto is "The School of Successful Graduates", and our roster of graduates reads like a "Who's Who" in Traffic. The New York affiliate of the college is the Academy of Advanced Traffic, started in 1926. More recent expansions have included the starting of branch traffic schools in Minneapolis and Detroit.

During the past few years in the United States there has been a remarkable growth of interest in practical education in traffic management. For instance, a number of local traffic clubs have been utilizing for their study groups the type of educational material our college has been attempting to standardize. This includes clubs in St. Louis, Pittsburgh, Memphis, Indianapolis, Wichita, Green Bay and Appleton. In addition, many individual traffic men over the nation are taking our traffic courses by correspondence, including present enrollees in Porto Rico and Honolulu.

At another level, a number of the large universities have been pioneers in giving attention in their transportation courses to the theories of traffic. These include Columbia University, University of Pittsburgh, University of Pennsylvania, University of Texas, Indiana University, University of Chicago, University of California, and others.

Still another activity is the comparatively new set-up by the American Society of Traffic and Transportation at Indianapolis, which aims "to encourage the at-

tainment of high standards of education and technical training requisite to the proper performances of the various functions of traffic and transportation." Also, the Associated Traffic Clubs of America, with many local units over the nation, and their Associated Traffic Club's Foundation, has an announced goal of helping to gain proper national recognition of the value of scientific traffic management.

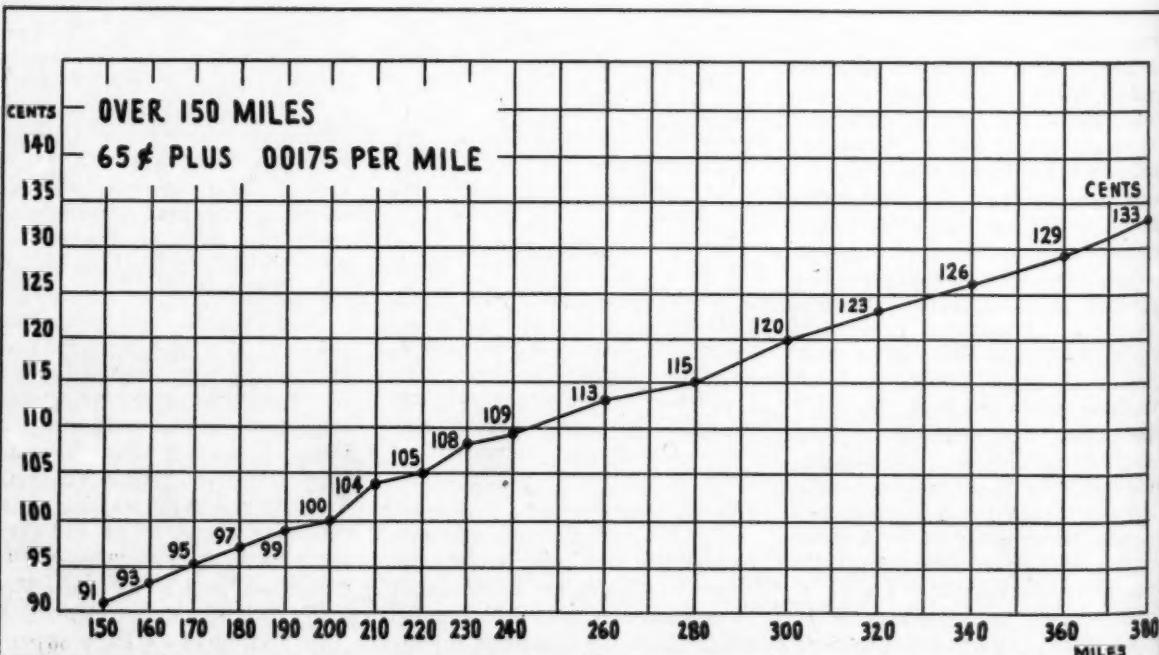
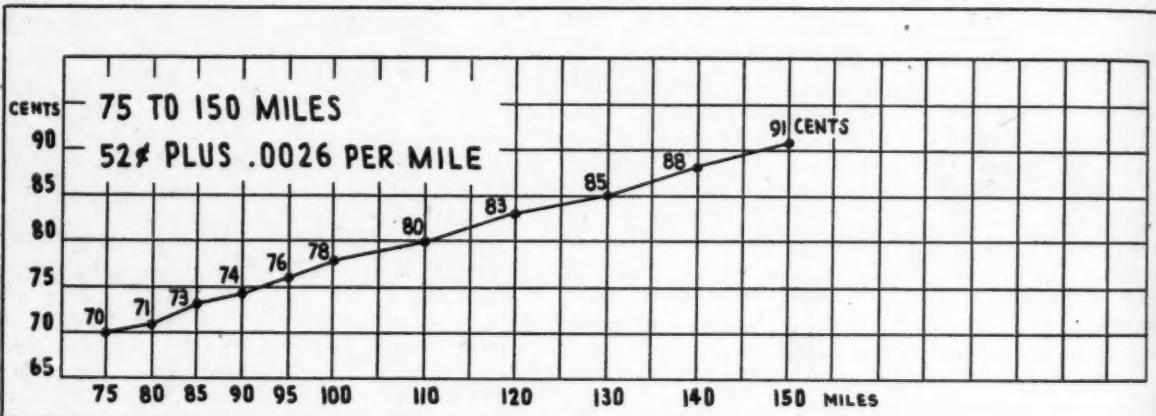
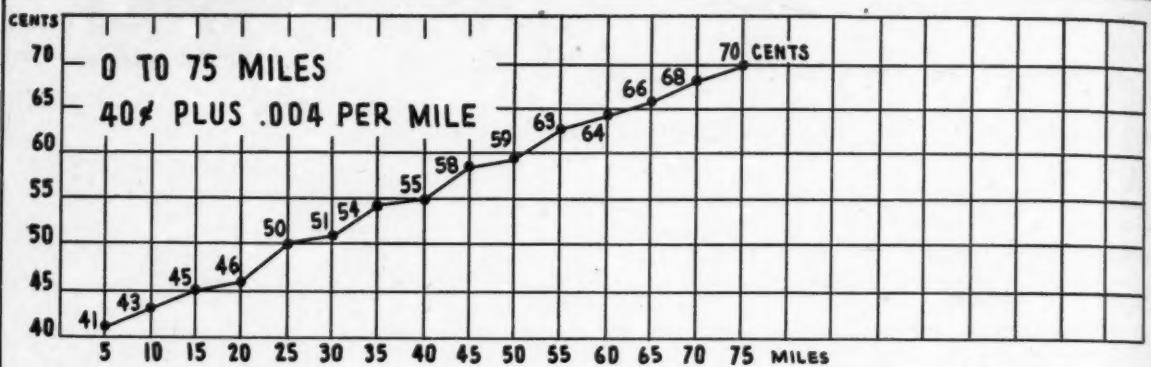
An example of cooperation in the national program for education in the highly technical field of traffic management is afforded by the trucking industry. In a pre-war issue of *Transport Topics*, official weekly organ of the American Trucking Assn., Inc., there appeared a news story which reported that Chester G. Moore, chairman of the board of directors of Central Motor Freight Assn., Chicago, had told a joint faculty-student meeting at the University of Illinois that "there are more jobs in the motor transport industry than there are men to fill them." This especially included, he stated, "the need of traffic managers and tariff experts to meet the increasing demand in this specialized field."

In a follow-up of this appeal, the Central Motor Freight Assn. appointed a special committee "to investigate the matter of a motor carrier rate course embodying the use and interpretation of motor truck tariffs and related subjects." This resulted in the starting at our college of new morning and evening classes to accommodate students from the trucking industry.

Surveys among our students in
(Continued on Page 56)



TRUCK RATES



SAFES ARE TAILOR MADE

The author of this article believes that if motor carrier operations were based on a broader understanding of the basis and function of the existing freight rate structure, many of the industry's ills would be cured.

By E. E. McLANE

A RECENT issue of DISTRIBUTION AGE carried an article which called for a new freight rate structure for motor carriers. It is unfortunate that lack of understanding of the present freight rate schedule brings this request so frequently. If motor carrier operations were based on a broader understanding of the basis and function of the freight rate scales now used by motor lines, many of the ills of the motor common carrier industry would be cured.

It is true that the entire method of determining charges for motor freight transportation was lifted bodily from the railroads. But today the suit comes much closer to fitting the needs of the truck lines than does the rail rate structure fit that body.

Schedule A (see illustration) is the present truck freight rate scale as found in the class rate tariffs of the Central States Motor Freight Bureau. The scale shown is that which applies on truck-load shipments. This is the only true "rate scale," since the rates for shipments of less than 5000 lb. and for shipments over 5000 lb. are modifications of this scale, made by use of emergency charges and arbitraries.

A careful examination of this illustration will indicate that there are actually three different scales. The first applies for distances of less than 75 miles. The second covers those distances between 75 miles and 150 miles. Distances over 150 miles are covered by the third scale.

Motor carriers generally in the Central States area have signed a contract with the "Teamsters" Union which has been known as the Thirteen-State Agreement. The union contract provides the work-

ing rules and rates of pay for labor performed by drivers employed by most motor carriers. Rates of pay for vehicles owned by drivers and leased to carriers are also provided in the contract.

The rules provide that motor lines may have runs of less than 75 miles which are classed as peddle-runs. Drivers on such runs are paid by an hourly rate. Runs going more than 75 miles from the home terminal of the driver are classed as over-the-road runs, and are paid on a mileage basis. Note that by making an inbound move of 75 miles from an extreme peddle-run point to a terminal, and another move of 75 miles from the terminal, it is possible to move a shipment 150 miles with only one terminal used.

The short runs (peddle-runs) usually provide only a little freight for the motor carrier. It is unusual for a carrier to average more than half a load on such runs, and the rate scale is based on 44 percent of capacity. Vehicles average 1000 cu. ft. and the rate scale is based on that figure. Larger capacity of vehicles brings larger costs to offset greater revenue.

On the longer runs, they will average about two-thirds loaded in the 75 mile to 150 mile bracket. But somewhere in that bracket,

between 75 miles and 150 miles, the need for a second terminal becomes a necessity. By necessity under the union rules, as well as physical needs, a second terminal must be used after 150 miles.

Each of these figures is adequately represented in the truck freight rate scale. Cost of operating a vehicle over the highways was approximately $17\frac{1}{2}$ c. per mile when these rates were set. The union contract at that time provided that, in cases of driver-owners, the driver received 4c. per mile, tractor received eight, and semi-trailer income was $2\frac{1}{2}$ c. per mile. This left only 3c. per mile to cover supervision, overhead, insurance, and similar costs of motor carriers, exclusive of actual out-of-pocket vehicle operation costs. It was a close figure, but it could be done by capable, frugal management.

Terminal costs must be determined in units per 100 lb., and the figure on which the present rate scale was based, at first class rate level, was $32\frac{1}{2}$ c. This included, at origin station, the cost of pick-up service, dock-handling, loading, supervision, solicitation, cargo insurance, rating and billing, collection, rent, overhead, and a contribution to the cost of the home office or general office. At destination terminal, substitute delivery costs for pickup. Today this figure is not high enough, but when set, most terminal managers of highway common carriers would agree they could pay all expenses from \$32.50 per truck, which the scale was designed to give them.

On peddle runs, an additional cost of 7c. per 100 lb. was encountered in the necessary re-handling of cargo and similar incidental expenses, at the first class

"Why This Article . . ."

This discussion of truck rates by Mr. McLane was prompted by the article "Motor Carrier Rates," by Russell A. Morin, assistant traffic manager, United States Gypsum Co., appearing in DISTRIBUTION AGE for August. In this article Mr. Morin took the position that motor truck operators have copied the rail tariffs and classifications with the result that truck tariffs are "confusion confounded."

level. From this conglomeration of figures, they determined an orderly rate scale which could be understood and defended easily. For movements of less than 75 miles we have one terminal cost factor of $32\frac{1}{2}$ c. Add to this the 7c. peddle-run cost factor for a total of $39\frac{1}{2}$ c. Using the usual method of disposing of fractions, we get a base cost of 40c. exclusive of road-haul cost factors. As we said, the vehicle is only 44 percent loaded on short runs. But this does not change the fact that we will have a cost of $17\frac{1}{2}$ c. per mile, so we must allow .0004 per 100 lb. per mile of first class rate. For each five mile bracket, 2c. per 100 lb. must be added to the base cost. For example, at fifty miles:

Terminal cost-factor	32.5
Peddle-run cost-factor	07.0
Total base cost	40c.
50 miles at .004	20c.
Total	60c.

This misses by one cent the first class rate of 59c. found in the truck tariffs. The difference resulted from disposition of fractions and faulty method of application of past increases. Because this method is not generally known, even among the tariff publishing bureaus, percentagewise increases have thrown the scale slightly out of line. Consideration is now being given to bringing the scale into line.

Now look at the scale for 75 miles to 150 miles. As we noted, somewhere in this bracket the need for a second terminal becomes a necessity. We have an even chance that there will be a second terminal factor. Because of the 50/50 chance, we take 50 percent of the second terminal factor. But if we have the second terminal, we will not need the peddle-run factor. Again taking the 50/50 chance, we take 50 percent of that figure.

Thus:

Original terminal factor	... $32\frac{1}{2}$ c.
Second terminal factor, 50%	$16\frac{1}{4}$ c.
Peddle-run factor, 50%	... $3\frac{1}{2}$ c.
Total per Cwt.	52c.

Now in this bracket the carrier should average 66 percent of capacity loads. He still needs the $17\frac{1}{2}$ c. per mile, so we must add .0026 per 100 lb. per mile of first class freight. Adding this to the station factors shown above, we get the present rate scale. For an easy example, take the rate for 100 miles:

Terminal cost factors	52
100 miles x .0026	26

First Class, 100 Miles ... 78c.

This is the exact figure shown in Central States tariffs.

Over 150 miles, we know we will have an origin station and a destination station. The peddle-run cost factor is not included. Vehicles should be loaded to capacity, and only .00175 per 100 lb. per mile must be added to the two terminal cost factors to produce the first class rate.

Thus:

Origin station	... $32\frac{1}{2}$ c.
Destination station	... $32\frac{1}{2}$ c.

Total	65
For 200 miles, at .00175	35

First class rate, 200 miles 100c.

The reader is urged to try his arithmetic at any distance, and to check his answers against the rate scale shown in the illustration.

To further illustrate the rate scale, and its ability to produce revenue needs of the motor carriers, note that the following figures for average loadable weights of commodities classed as shown, will produce revenue per mile as follows:

Weight	Class	Cents per mile
10,000	1	17.5
12,000	2	17.85
14,000	3	17.15
18,000	F (55%)	17.325
20,000	4	17.5
25,000	40%	17.5

The above weights are just about what can be loaded into 1000 cu. ft., and the cents per mile is exclusive of any charge at the end terminals. For example, a truck loaded with a mixed shipment composed of one-sixth of each

of the above figures would be as follows:

1665 lb.	Class 1	.0291375
1998 "	2	.02972025
2331 "	3	.02855475
2997 "	F	.028545025
3330 "	4	.0291375
4163 "	40%	.02914100

Total load, 16,487 lb.

17.4236 cents per mile

With almost any loadable combination of mixed freight, you will reach approximately the same figures. Naturally, heavier loads are possible with larger vehicles.

Now notice the revenue per 100 lb. and per load which is derived at each end-terminal.

Class	Per Cwt.	Per load
1	32.5	\$32.50
2	27.625	33.15
3	22.75	31.85
F	17.875	32.17
4	16.25	32.50
40%	13.	32.50

These figures do not include the increases on less than 5000 lb., nor the emergency charges. The load of mixed freight outlined previously, weighing 16,487 lb. would produce \$32.41 for each of the two end-terminals. This is an average of 19.7 per 100 lb. to cover all terminal services, plus cost of supervision, overhead, etc.

In addition to providing a method of explaining the rates, and of justification for necessary increases, the rate formula would, if generally known, provide a method of business analysis. By placing each terminal on a budget, based on these figures, an executive can readily determine which segment of his operations is making or losing money, and to what extent. This must be the first step toward corrected business practices.

It can also be used to determine the fairness of a truckload or commodity rate. On truckload movements, the cost per mile may be slightly lower—let us use a figure of 17c. per mile, which may be just a trifle low. A commodity rate presently published allows 42c. per 100 lb. on a movement of 325 miles, minimum weight 20,000 lb. Total revenue is \$84.00. 325

(Continued on Page 111)

Highway announces new... lighter... cost-saving ALUMINUM "CLIPPER"

HIGHWAY's new Aluminum "Clipper" leads the way in practical light-weight construction.

Light-weight! Rustproof! Aluminum panels and roof make the new "Clipper" much lighter—with ample strength. Multi-rated spring suspension; rubber-bushed adjustable radius rods, and vertical screw support are newly designed with an eye to the elimination of weight without sacrificing sturdiness.

Thirty years of manufacturing experience, together with modern electric steel foundries, forge shops,

and almost unlimited machine shop facilities, have enabled Highway to design and build a complete trailer under one roof. Highway controls its quality. Highway controls the weight of its product.

Write today for complete information on the new Highway Aluminum Trailer and other models that fit your business.

There is still some exceptionally good territory open to distributors. Why not write us and let us describe the excellent opportunities Highway offers?

HIGHWAY TRAILER COMPANY

General Offices, Edgerton, Wisconsin
Factories at: Edgerton and Stoughton, Wisconsin

Commercial Truck Trailers • Earth Boring Machines
Winches and other Public Utility Equipment

HIGHWAY
AMERICA'S QUALITY
TRAILERS





**"... AND
Battery Powered
TRUCKS, OF COURSE . . . FOR LOWEST-COST
MATERIAL HANDLING."**

IN new plants—or old, planning for a smooth, dependable flow of materials is one big step toward greater profits.

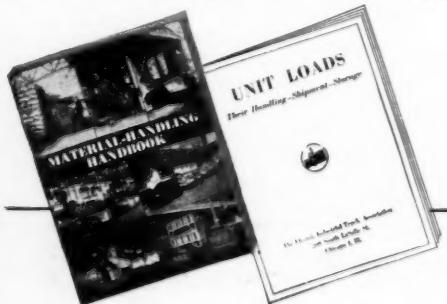
The step is longest, surest, when industrial trucking applications are assigned to *battery-powered* equipment with its unequalled ability to keep pace with rigorous schedules and *at the lowest cost per ton handled*.

Actually, "lowest-cost-per-ton-handled" is a direct dividend from the following factors which make electric trucks the most dependable. No moving parts in the

battery, *one* in the motor, hence negligible maintenance cost. Down-time with electric trucks is so infrequent that standby equipment is unnecessary in many plants. And electric power—central station power—costs 60% less.

We believe that such performance and savings, peculiar to battery-powered industrial trucks, are more important to you than low first cost.

Over 90% of the electric industrial trucks sold in the past twenty years are still in constant, active service.

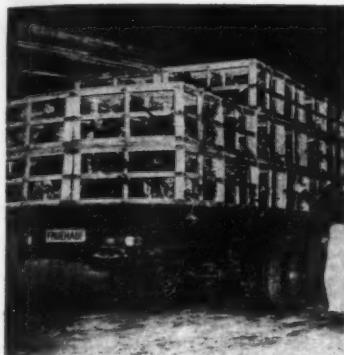


**THE ELECTRIC INDUSTRIAL
TRUCK ASSOCIATION**

29-28D Forty-first Avenue, Queens Plaza, Long Island City 1, N. Y.

SEND FOR THESE FREE MANUALS—The MATERIAL-HANDLING HANDBOOK and UNIT LOADS have shown thousands of leaders in industry how to plan for the BIG savings in solving handling problems. Write for your copies.

LET'S TALK TURKEY



THE turkey, who just missed being America's national bird by a feather, has a day all to itself late in November. To countless Americans, it just isn't Thanksgiving without a succulent roast turkey. But to get these turkeys to the millions of consumers from the widely separated farms where they are grown is a big job . . . one calling for the efficient coordination of the phases of distribution. The turkeys must

be transported to the processing plant, probably by truck or train, sometimes by air. They must be killed, frozen and packaged and packed in tight, iced containers. They must be handled aboard trucks and boxcars by the tons, calling for efficient materials handling equipment. They may be warehoused for a day or two in a cold storage plant. Then they are further distributed to the grocer and the meat market and the supermarket.



THE CO-OPS and TAXATION

2. The Consumer Cooperative

By DAVID B. CHASE

J. K. Lasser & Co.

Congress has refused to exempt consumer cooperatives from taxation, but the courts have allowed them to escape through the device of patronage refunds.

CONSUMER cooperatives have achieved virtual tax exemption by legalistic legerdemain through the courts. Congress, with rare wisdom, and in the face of pressure groups, has stubbornly refused to place consumer cooperatives in the category of tax exempt corporations. But the courts have repudiated this Congressional wisdom by allowing cooperatives to escape income taxation through the device of patronage refunds. While in theory the unallocated savings and reserves of consumer cooperatives are taxable, in practice nearly all escape taxation in the form of patronage refunds. What would be equally ludicrous, if it were not so unfair and painful to the American taxpayer, is that patronage refunds as defined by the courts are not usually refunds at all. The word "refunds" has been tortured to include the issuance of shares of stock and promissory notes with long maturities. That is to say that if a cooperative wishes to escape taxation, which is nearly always the case, and at the same time wishes to hold on to its funds for expansion and growth, it need merely pass out pieces of paper to its patrons, printed in the form

of shares of stock or bond certificates. No private corporation can escape taxes that way; in fact the income would be doubly taxed, once in the hands of the corporation and then again as dividends when distributed. But this tax loophole through which consumer cooperatives escape taxation provides some fancy tax-free-wheeling for patrons. Not only does the income of the cooperative escape taxation by distributing some paper in mock obeisance to the principle of patronage-refund distribution, but a free-tax pass is given to the patron-recipient. He is not taxed on the income under the tenuous assumption that the distributions he received are mere readjustments of the billing prices.

Are these distributions really income? Legally, the answer is "no", for the courts have so held, but common sense emphatically says "yes". The income of the consumer cooperative springs from the application of management and labor to capital exactly as in the case of the private business entity. The economy as a whole furnishes the milieu from which these profits are derived. For furnishing and protecting this economic environment we all pay

taxes. But the cooperative escapes them. So does the patron.

Consumer cooperatives are generally compelled to sell at the prevailing market price or else their patrons will stray from the fold. The market price is the competitive price fixed by large numbers of businesses which have to pay taxes. The cooperatives, which escape these taxes, can stay in business—at great social cost to all of us—even if they are less efficient than their competitors. The market price, fixed to yield a reasonable margin of profit to those who engage in these business activities, also yields a return to the cooperative. When distributed to patrons the tax is escaped. Thus the cooperative can compete successfully, even though it may be less efficient, simply because it can escape a heavy item of cost—the income tax. The large patron-consumer can well afford to forget about his small capital ownership in the cooperative for his non-taxable patronage dividends are based on the volume of his purchases and not his investment. He can thus forego a good return on his small investment, which is taxable, for the larger non-taxable

(Continued on Page 60)

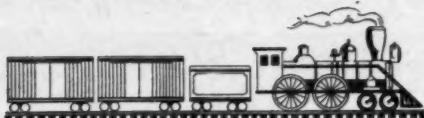


This city is entirely owned by the Fruit Growers Supply Co., affiliate of the California Fruit Growers Exchange. The vast lumber milling facilities furnish boxes for the fruit grown by the co-op, and the whole town is removed from the federal tax rolls.

The co-op retail store, where almost everything is sold. The cooperatives were able to build these outlets through their tax-exempt profits.



Here are the items offered for sale throughout the entire co-op store system. National Cooperatives, Inc., conducts this retail trade, and the entire operation, from manufacturer to consumer, escapes federal income taxes. These items are "supplies and equipment" for farmers, but include cosmetics, razor blades, scented soaps and vitamin capsules!



By F. G. GURLEY

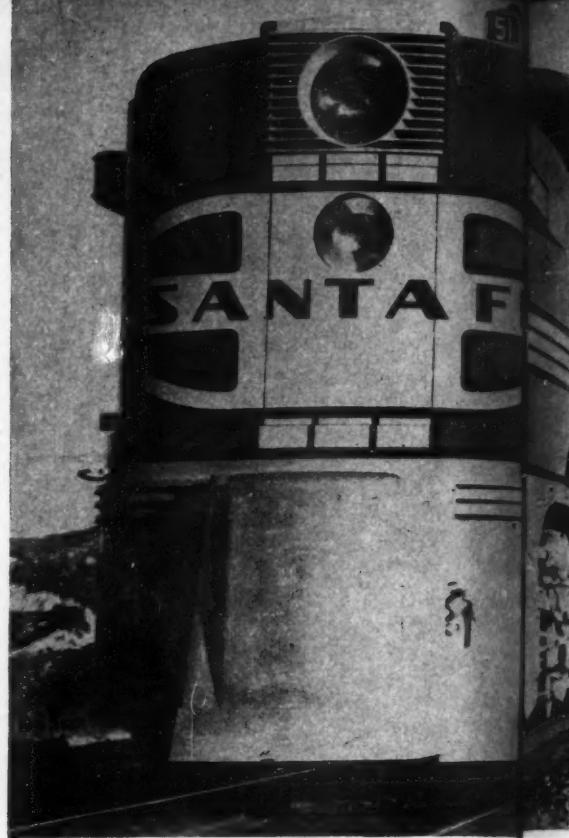
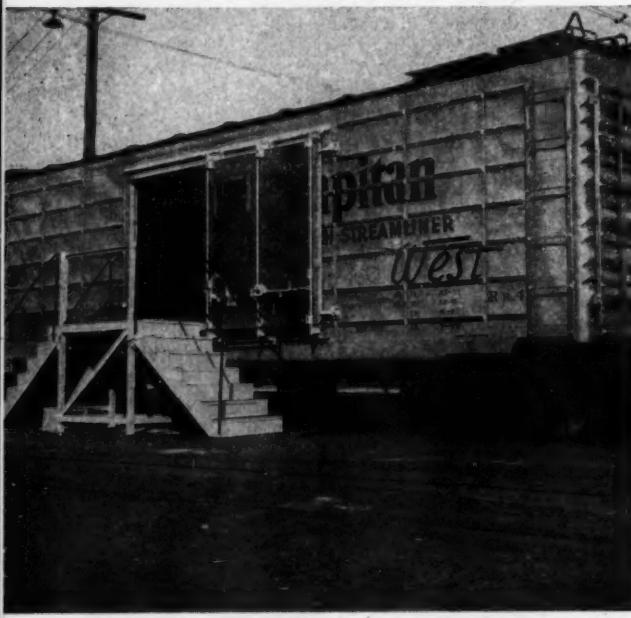
President
The Atchison, Topeka and Santa Fe
Railway System

Fig. 1—One of Santa Fe's new 6,000 horsepower ALCO Diesel-electrics pulls ten lightweight cars in Cajon Pass.

Fig. 2—Consolidated Steel Corp's. stainless steel experimental refrigerator car.

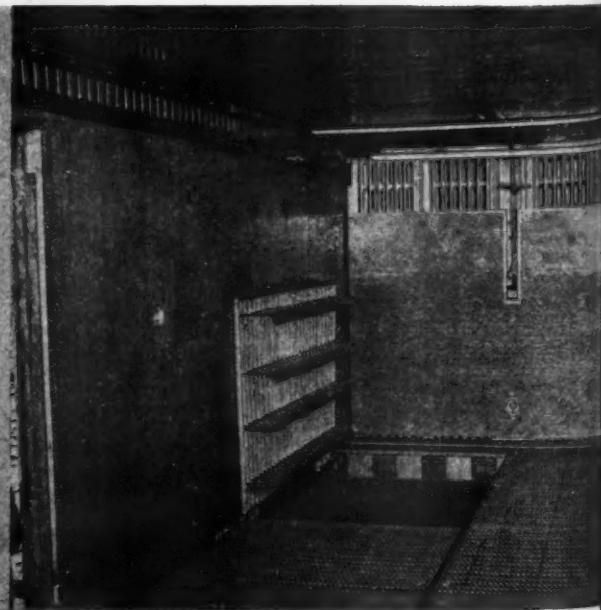
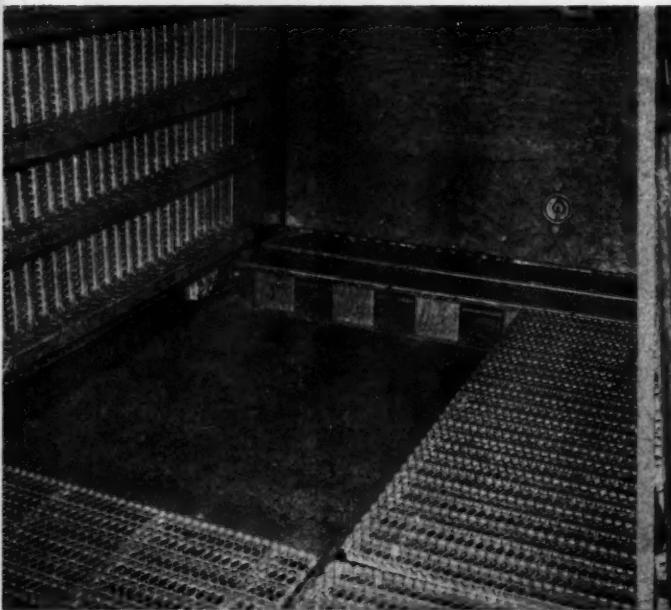
Fig. 3—Interior view of refrigerator car with portion of grating lifted to show construction and standard mulehide asphalt.

Fig. 4—Raised grating shows Preco circulating fan system. At end of car is new lightweight convertible Preco bunker. When car is used for non-refrigerated loads, bunker is collapsed against end of car to allow more space for cargo.



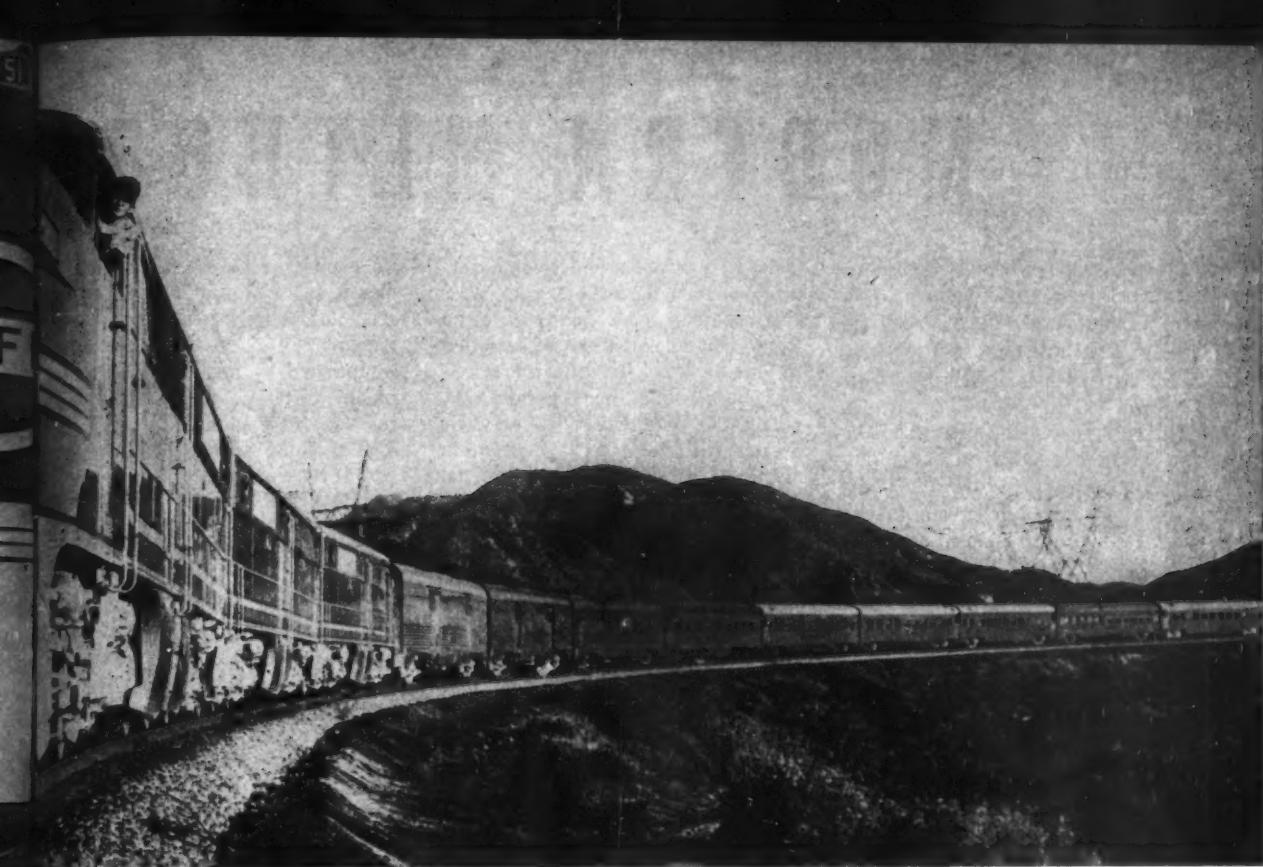
SANTA FE

Santa Fe is keeping abreast of the times through a continuing modernization program for track and sidings improvements, centralized traffic control and a unique experimental car refrigerating system.



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MODERNIZATION

IT HAS been said before that a railroad has three general obligations—an obligation to the public it serves, an obligation to its employes and an obligation to those whose money is used in the enterprise. In order for a road to realize these objectives it must not only be managed competently but must be allowed to earn a reasonable return upon the value of its property devoted to transportation. Without adequate funds for modernization of methods and equipment, rail transportation will be unable to maintain its present dominant position in the face of increasingly serious competition from other modes of transportation.

When we speak of keeping abreast of the times, it is easy to place the emphasis upon such dramatic and spectacular phases as streamlined trains and Diesel engines, but there are other important phases to be considered. For one thing, efficient locomotives are

more and more necessary in the light of an apparent shortage of fuel oil in this country and the terrific increase in its cost. In certain oil producing territories the cost of fuel oil has increased as much as 78 percent within the past year.

Plans for improved track and better tools, modern freight and passenger cars and more efficient power are programs for progress; and these programs, intelligently conceived and sensibly administered, should be carried forward. In no other way can good transportation be provided economically; transportation, to be good, must be economical.

The past 15 years have been great years for those of us who have had the pleasure and opportunity of pioneering in the field of new cars and new locomotives. As I reflect upon the research work, the engineering and the headaches and heartaches which finally produced the first of the

Diesized streamlined trains, I think it is fair to say that we have made quite a bit of progress. But there is still need for better tools and better equipment in the more humble and less glamorous phases of our railroading.

Somebody has truly said that no railroad is better than its track. We have undertaken a seemingly small, yet relatively important, development in an effort to maintain better track at less cost. I am somewhat cost conscious and an increase in the cost of track switch material of 43 percent and in ties of 30 percent in the past year have contributed to that consciousness. We have been working with equipment manufacturers endeavoring to perfect a power tamping unit which can be handled by one man. This is very difficult of accomplishment. It is not particularly difficult to build a tamping unit which will tamp track better and faster than it can be

(Continued on Page 73)

MODERN METHODS

THE warehouses of the Pacific Northwest use many improved methods of packing because they are new and modern in construction. Furthermore, they were designed by architects, efficiency experts and business men who worked together to carry out some new ideas.

As a part of a program to expedite and improve shipping room methods, Sears, Roebuck and Co. has completed a new warehouse annex. It is located in the industrial section of Seattle on the same right of way that serves the main plant eight blocks to the north.

The new warehouse and packing building has modern facilities for efficient storage, packing and delivery.

It has bars on all doors, and a complete burglary alarm system. It is equipped with a modern, automatic fire protection system.

A monorail conveyor is used to carry crated rugs from freight cars to the storage area. When the crating has been removed the rug is placed in a storage rack. Upon the receipt of an order, the rack is pulled out, the rug is unrolled and cut to the customer's specifications with an electric cutting machine. A cranking device is used to unroll and reroll rugs. White lines on the floor

make it possible to cut floor coverings to exact measurements. After cutting, rugs are placed on a roller conveyor which is designed to enable workers put on seams and bindings while the rugs are moving. When these operations are completed, rugs are vacuum cleaned, inspected and placed on a special table where they are wrapped and prepared for shipment to the customer. According to J. B. Seroggs, manager of the methods department, this system is proving very effective and has greatly facilitated the handling of floor coverings.

In the case of linoleums, the incoming merchandise is received at a loading platform from both box cars and motor trucks. Like rugs and some other products, internal transportation is by means of an overhead monorail system. (See Fig. 2) The company's new annex is arranged to permit different sections, opening one another, to be heated automatically at different temperatures at the same time. For example, those sections devoted to linoleum, cork tile and various types of composition flooring are kept at a temperature of 70 deg. F. because these materials are subject to cracking if unrolled at too low a temperature.

Linoleum is warehoused in either stock bins or in tiers in the

warehouse areas. When merchandise is to be stored in areas which are not accessible to monorail transportation, final storage is accomplished by means of two wheel trucks. In the filling of orders rolls are first placed on internally heated composition floors to prevent cracking while they are being unrolled for measuring and cutting. The linoleum is unrolled directly on the floor and is measured to a built-in scale. Accurate cutting is simplified through the use on an over-size "T" square held flush to the edge of the roll thus enabling a straight cut. (See Fig. 3)

The company maintains a special wrapping bench for small rugs (See Fig. 4) Small rugs usually are wrapped in paper for parcel post shipment. Heavy shipments are either packed in burlap or in cartons and forwarded by freight or express.

Lino paste is stored in special areas in the annex. Maximum utilization of space is realized through the use of pallets which lend themselves readily to an orderly arrangement of goods and expedite handling. Palletized paste is transferred from one part of the building to the other by means of fork lift trucks. (See Fig. 5)

(Continued on Page 70)

Fig. 2. Monorail overhead and switches for smooth handling at Sears, Roebuck's new annex.

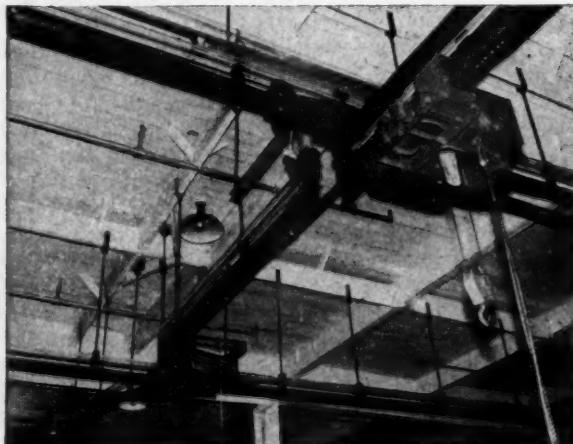


Fig. 3. Cutting linoleum, which must be kept warm to prevent cracking. Floor is of one heated composition.



SHELP M. O. SALES

New Seattle warehouse annex, designed specifically for improved handling and shipping methods, is enabling Sears, Roebuck & Co. to reach a new high in distributing efficiency.

By WARREN E. CRANE

Special Correspondent

Fig. 6. Emergency bill of lading is of great help to Sears, Roebuck in cutting down complaints.



Fig. 4. Wrapping table for small packages, with open stock storage bins in background.

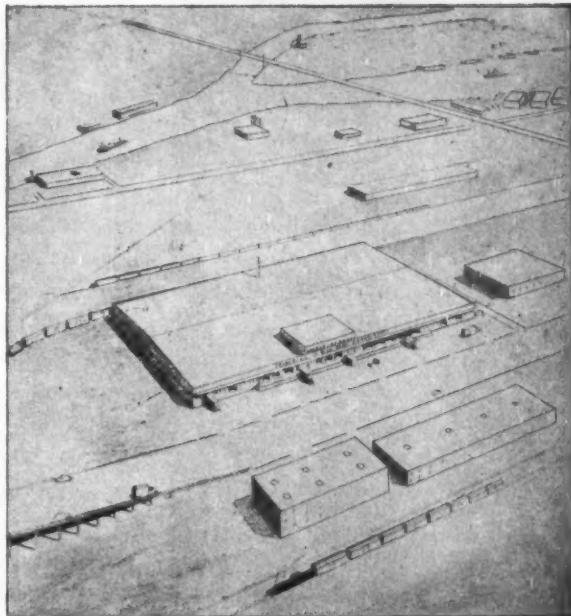
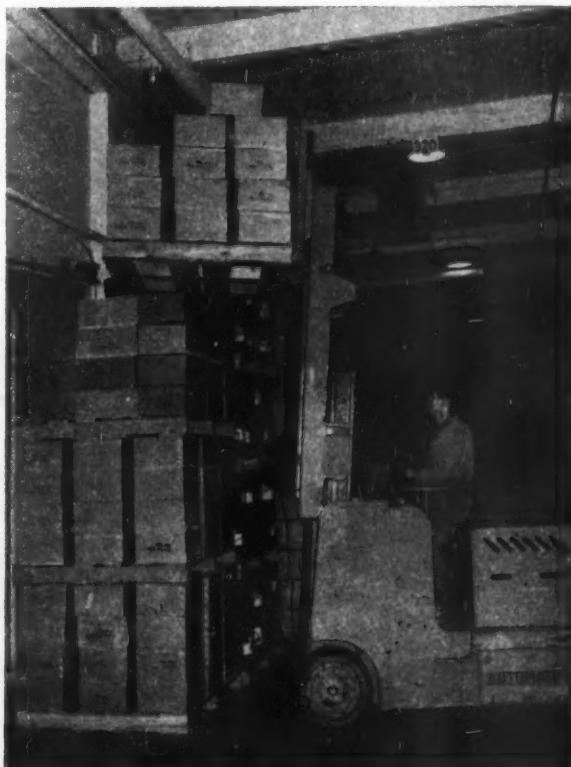
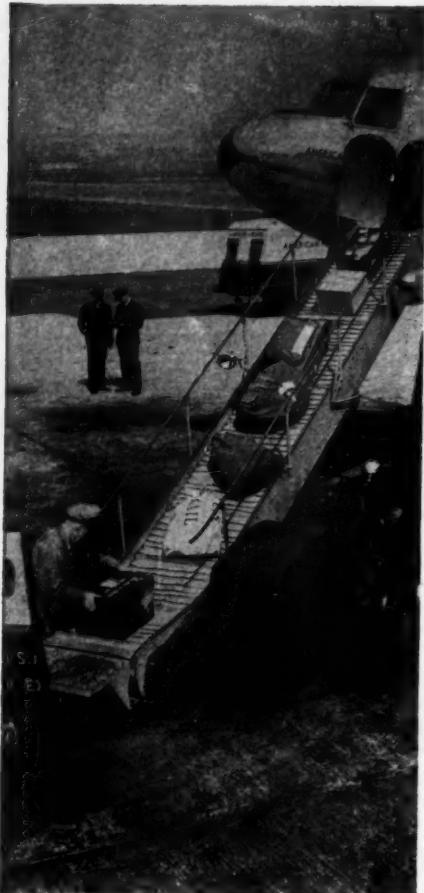


Fig. 1. New Sears, Roebuck building in Seattle, with 175,000 sq. ft. of floor space. It is arranged for a smooth flow of merchandise through its several processes.

Fig. 5. Fork trucks are used to transport the palletized loads of lino paste about the annex.



NOVEMBER 1947



THE AIR CARGO POTENTIAL

Is 5.6 billion ton-miles of air cargo at a 12 cent rate a probability of the next ten years? . . . Dr. Frederick analyzes air cargo potential and estimates that 75 million ton-miles of freight and express were handled in 1946 by all forms of air transportation.



By JOHN H. FREDERICK
Air Cargo Consultant

ESTIMATES of the air cargo potential of the United States over the next ten years vary from some 83½ million ton-miles at a 35c. per ton-mile rate to between five and six billion ton-miles at a rate between 10 and 15c. per ton-mile. Many of these estimates were presented by applicants in the air freight case before the Civil Aeronautics Board; others were previously made by authorities in the field of air transportation. Table I shows the estimates of various authorities prior to the hearings in the air freight case and Table II the estimates presented by applicants. From these two compilations it will be seen that even the most conservative discloses a potential tonnage which is, to say the least, impressive.

Of course most of the applicants for certificates as cargo operators realized that the very basis of such certification rests in their ability

(Continued on Page 38)

Table I

Estimates of Air Transportation Authorities on Air Cargo Potential Prior to Hearing The Air Freight Case.

Rate per Ton-Mile	Estimated Ton-Miles	Year	Authority Making the Estimate
35c	83,600,000	1950	Curtiss-Wright
35c	135,000,000	1950	Douglas Aircraft
25c	157,600,000	1950	Curtiss-Wright
20c	60,000,000	1950	Edward P. Warner
20c	120,000,000	1955	CAA Aviation Information Office
20c	253,600,000	1950	Curtiss-Wright
18c	550,000,000	1955	National Resources Planning Board
15c	3,900,000,000	1950	Douglas Aircraft
6c	2,000,000,000	1950	Edward P. Warner

Table II

Estimates of Applicants for Air Cargo Certificates on Air Cargo Potential for Next Few Years

Rate per Ton-Mile	Estimated Ton-Miles	Year	Applicant Making the Estimate
16c-20c	1,125,000,000	1957	Air Cargo Transport
15c	879,000,000	1947-49	American Air Express
13c-18c	1,950,000,000	1957	Air Cargo Transport
12.5c	1,230,000,000	1947	Slick Airways
12c	5,600,000,000	1950	California Eastern
10c-15c	5,312,500,000	1957	Air Cargo Transport
9c	5,000,000,000	1950	Slick Airways



THE DU MONT-DESIGNED TELEVISION CAMERA

DU MONT television speeds progress with AMERICAN AIRLINES *Airfreight*

Just as television has created a new and major channel of communication, so, too, has air transportation revolutionized travel and shipping. It is only natural that Allen B. Du Mont Laboratories, Inc., television pioneers, uses American Airlines Airfreight as standard shipping procedure for routine distribution of television broadcasting and receiving equipment.

American Airlines Airfreight makes possible new, unmatched advantages in distribution, merchandising and selling. Recent drastic rate reductions make Airfreight more economical. 4-engine Airfreighters, exclusively for cargo shipping, provide faster service to more important shipping centers than ever before. For details on how Airfreight can help your business, call your nearest American Airlines offices or write to American Airlines, Inc., Cargo Division, 100 East 42nd Street, New York 17, N. Y.



FIRST TO OPERATE AIRFREIGHT SERVICE

HANDLING . . . a Function of Traffic Management



Industrial traffic management, which should function at every stage of distribution to control overall costs, can effect substantial economies in the transportation of goods by advocating modern mechanized handling methods and equipment.

By MATTHEW W. POTTS

Materials Handling Consultant

TRAFFIC departments and traffic managers can effect considerable savings for their companies by studying materials handling and the application of materials handling principles from the receipt of materials into the plant to the point of consumption.

There is an increasing tendency on the part of traffic men and management to approach this important phase of distribution cost by considering factors other than rates and routes. They are looking at the overall picture, which includes the cost of packing within the plant, the need of better shipping containers for packages, the method of loading into cars, the use of modern materials handling equipment, and the return of containers, pallets, etc., for re-use. In some instances, progressive traffic managers have demonstrated their ability to increase the scope of their departments by taking an interest in the phases of materials handling that have to do with transportation.

It is encouraging to note that traffic managers are approaching the subject of materials handling with an open mind, and that the list of attendants at the last materials handling convention in Cleveland, in January, 1947, in-

cludes the names of many traffic managers. It is strongly recommended that all traffic managers attend the Materials Handling Convention to be held in Cleveland Jan. 12 to 16, 1948, so they can gain considerable first-hand information on the equipment available, and on what is being done by various manufacturers in the handling of their products mechanically.

Traffic managers could very well make an analysis of the weights of the various shipments of their companies, and with such an analysis, determine how much freight is being paid on packings and packages which are now travelling at the commodity rates. In the average industrial plant, the production and the packing and shipping departments are primarily interested in shipping as soon as possible the daily production. However, the traffic department is or should be interested in overall freight costs, and analyses of the weights of shipments will show that considerable dead weight is being carried in packing and packaging. Better packaging will reduce the cost of shipments at the start, without even considering freight rates, because with today's high prices, box lumber and card-

board is expensive, and any savings in this material will reduce the overall cost.

There are many other ways in which savings can be made. One of these is the use of collapsible containers that can be returned and the use of pallets or skids for unit load shipments. However, if these are to be used successfully, it will require the fullest cooperation of traffic managers and traffic departments to establish fair and equitable rates for the return of these units when empty, and for a fair rate when they are under the load in shipments, as they should not necessarily have to carry the commodity rate, but should be considered as dunnage.

The use of unit load containers of various types reduces damage claims, and the railroads should therefore be interested in promoting their use. At the present time they seem to be hindering rather than assisting the promotion of this method of shipment and an approach as an individual plant project is not so effective as a collective approach. If several traffic managers within an industry would pool their resources of information and knowledge they could no doubt present a more

(Continued on Page 121)



CLARK CLAMP LIFT TRUCK

DEPENDABLE

POWER

Exide
IRONCLAD

EXIDE-IRONCLAD POWER AND BATTERY ELECTRIC TRUCKS

**The efficient, cost-cutting team
that speeds materials handling**

You gain all along the line when your materials are handled by electric trucks and Exide-Ironclad Battery Power. This modern efficiency team keeps goods moving in greater volume, and saves time and money all day long.

Exide-Ironclad Batteries are preferred for electric truck service because of their great power and dependability... a result of special Exide-Ironclad construction, which is unlike that of any other battery.

One important Exide-Ironclad feature is the positive plate which consists of slotted tubes containing the active material. So tiny are these slots that, while permitting easy access of the electrolyte, they prevent the active material from readily washing away. The results are high power ability, longer life, greater economy and safety.

Write us for a FREE copy of Exide-Ironclad Topics which contains "Case Studies" of material handling problems. It tells how to cut handling costs up to 50%... covers latest developments in handling materials from receiving to shipping.

THE ELECTRIC STORAGE BATTERY COMPANY
Philadelphia 32

Exide Batteries of Canada, Limited, Toronto

CLARK CLAMP LIFT TRUCK



AIR CARGO POTENTIAL—(Continued on Page 34)

to convince the CAB that there is practically an unlimited potential in air cargo that is awaiting exploitation. Unless the CAB is so convinced additional certification would surely be inconsistent with sound economic regulation. It must be realized, however, that the transportation of property by air today is not a business of great volume.

During 1946, the certificated carriers transported a total of 38,608,901 ton-miles, including both airfreight and express. During this same period the non-scheduled and contract operators, applicants in the air freight case, carried 26,987,718 ton-miles, and a considerable amount was also carried by others who did not become applicants for certificates. Actually there are no accurate records available to show the total amount of property carried by all the non-certificated operators in 1946.

For the purpose of arriving at some figure from which to project the probable growth of business, it is fair to assume that the maximum carried by all the non-certificated carriers throughout 1946 was probably not in excess of the total amount of property carried by the certificated airlines. On this basis it would mean that approximately 75 million ton-miles of cargo and express were carried in 1946 by all forms of air transportation. In this connection it should be noted that 1946 was by no stretch of the imagination a "normal year," what with almost continual economic dislocations of one kind or another and the constant interruptions to surface transportation.

The potential of 5.6 billion ton-miles annually predicted by California Eastern was the largest figure introduced into the record of the air freight case. It is, therefore, of some interest to break down this figure even though it is full of assumptions and imponderables. More than half this volume, it was estimated, would be accounted for by traffic that left

the railway and truck carriers for the air. It was thought that as much as 2.18 billion tons of freight that now move in carlot quantities over the rails at an average rate of .98c. per ton-mile would be diverted to air transportation at a rate of 12-15c.; and that 1.8 billion ton-miles of truck traffic would forsake the 4.4c. per ton-mile rate for door-to-door transportation over the highway in favor of air transportation at 12-15c. on an airport-to-airport basis.

The balance of California Eastern's volume estimate was made up by about 10 percent of the present l.c.l. freight traffic, which it was thought would go to air transportation even though it moves now at between 4 and 5c. per ton-mile; 25 percent of the second class Railway Express now moving at a rate of something less than 9c. per ton-mile; and 50 percent of the Railway Express first class traffic which now has an average rate of about 9.1 to 10.5c. per ton-mile. There was also the thought that about half the present volume of parcel post would go to air transportation, since it now moves at about 18.5c. per ton-mile. These all add up to an air cargo potential of 1.6 billion ton-miles.

In view of the 75 million ton-miles of property actually moved by air during the year 1946, attainment of the volume predicted by California Eastern is certainly far in the future. To arrive at an annual figure of 5.6 billion ton-miles of property moving by air, there would have to be 75 times as much property moving by air as there was in 1946. Even eliminating the proposed penetration of the rail carlot and truck volume, which seem improbable unless there is a cost revolution in air transportation, an increase of 20 times the 1946 air traffic would be required to attain the volume of 1.6 billion ton-miles which California Eastern thought would be possible to obtain from railway express and the other re-

latively high cost means of surface transportation. No other form of transportation has ever shown so phenomenal a growth. The historical development of rail, bus, truck and Railway Express traffic was gradual and took place over a period of many years.

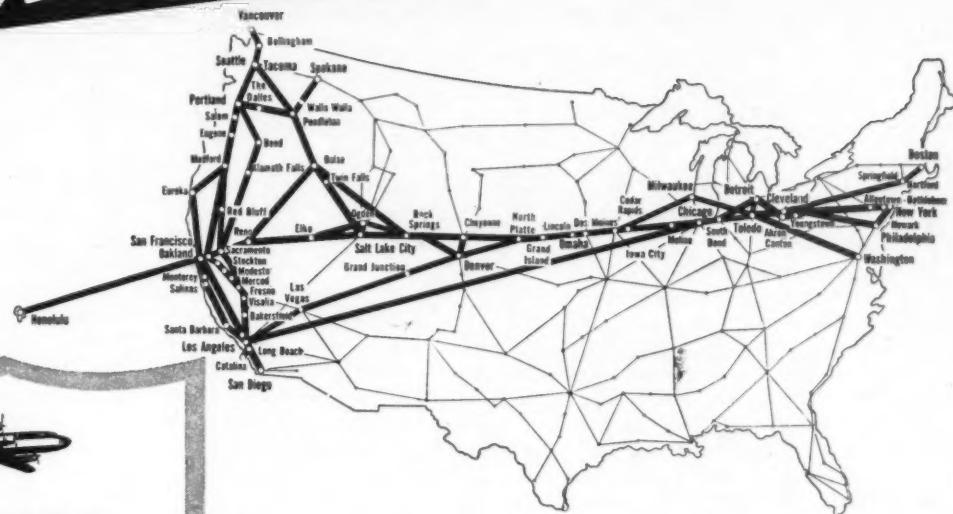
It will be noted in the tables that all predictions of volume for air cargo are closely related to rates that will be charged at any particular time. All the volume predictions of the applicants assumed an air rate of between 9 and 20c. a ton-mile. The attainment of such a rate level will have to await more efficient aircraft and more efficient ground organization than any now in use or that seem to be available for some time to come.

It must also be realized in considering the volume of air cargo that may move at any particular time that there will always be a certain proportion of the total property moving by air which will move on a contract basis or in planes owned by shippers. It is probable that contract carriers such as those which have begun operations in the last year or so will continue to operate alongside common carriers, and these contract carriers will handle a substantial volume of cargo.

Abnormal economic conditions gave a considerable impetus to air cargo movement in the post-war period, but actual experience has demonstrated that there is a real and continuing field for contract carriage in air transportation. Many shippers control a sufficient quantity of freight to pay them to hire a DC-3 or a DC-4 to take care of their entire traffic, or a shipper may have peculiar packing or in-transit requirements making it advisable for him to have one carrier do all his business because of special services he can give him. Furthermore, the really large shippers who come to use air cargo may well purchase their own aircraft and operate their own air transportation.

(Continued on Page 59)

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Britain's Economic Plight

The lack of modern machines and methods is viewed as largely responsible for the economic woes of British industry.

By G. W. CRAIGIE

Associate Editor

GREAT BRITAIN today is in a most serious economic plight. Her finances are at low ebb and the 3.75 billion dollar rehabilitation loan granted by the United States is nearly gone. Her people again are tightening their belts; they have embarked upon an "austerity" program more rigorous and spartan-like than that imposed by the urgencies of war. Foreign Minister Bevin, apparently believing that a desperate situation calls for a desperate remedy, has gone so far as to suggest that the United States distribute her Fort Knox gold in order to bolster Britain's monetary position. A 75 percent tax recently has been slapped on American films shown in the kingdom . . . another of the desperate measures of a desperate people fighting for survival.

What are the reasons for Britain's economic plight? Can her woes, as some suggest, be attributed, at least in part, to the willingness of a Labor Government to make her a proving grounds for Marxian philosophies? Many

thoughtful men in industry and polities say no; the roots of Britain's disability go much deeper than the 1945 elections. They have their origin in more basic considerations. The most obvious of these is the failure of British industry to make use of modern methods and modern mechanized machinery in the production and distribution of goods.

The situation goes back beyond the past few years in British history as is evidenced by the Oct. 14, 1944 London *Economist*'s report that for a number of years before the first World War, "the British community was investing only about 3 percent of its income in additional productive equipment." During the same period,

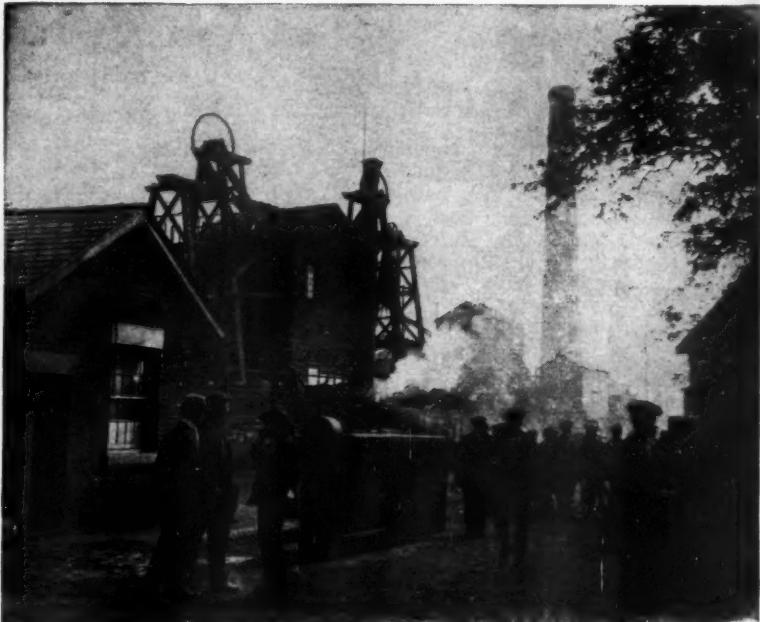
the American community was plowing back 10 to 12 percent. Even with the changes dictated by population increases and different price levels, the figures remain heavily weighted in the United States' favor. About half the States' amount seems to have gone into outright innovations for producing better and cheaper goods, while the British fraction certainly was much less. The tools of distribution, modern highway and rail transportation equipment, efficient materials handling devices, the latest packing and packaging practices, and up-to-the-minute warehouse facilities, are important factors in this picture, and here also the U. S. has a decided edge over Great Britain, to the latter's disadvantage.

A colliery pit head near Birmingham. British miners produced only about 270 tons per man in 1946, as against the U. S. miner's 1,080 tons.

Ewing Galloway, New York

Britain's Nationalization Program

Britain's Transport Bill, providing for the compulsory acquisition by the British National Government of the country's transportation facilities, was enacted into law on August 5. G. Lloyd Wilson, who discussed in *DISTRIBUTION AGE* for July the political and economic pressures responsible for this nationalization program again will discuss the subject in the December issue of this publication; this time from the standpoint of public reaction as disclosed by leading British trade papers and by the parliamentary debate, pro and con, which preceded the enactment of the bill into law.



Why the difference in these figures? It possibly may be explained on the ground that the British seem to have created a class of privileged owners, who in the past enjoyed comfortable incomes from settled businesses, who didn't bother with the risks of competition, and who therefore didn't improve their methods and equipment. The British protected capital, the Americans protected progress. Now this policy has come home to roost, with the British business machine in bad repair, grown old and slow.

Interesting light is thrown on the state of British industry by the report of the Cotton Textile Mission to the United States, headed by Sir Frank Platt, Cotton Controller of the Ministry of Supply in March and April of 1944. The objects of the mission, as stated in the report, were:

1. To compare the productivity of labor in the U. S. and the United Kingdom.
2. To account for any differences.
3. To compare production methods.
4. To make recommendations for an increase in the labor production of the United Kingdom.

The mission found, in visiting typical American cotton mills, that the British production per man hour was considerably less than the American in all phases of cotton textile manufacture. In spinning, it was from 18 to 49 percent less; in winding, from 80 to 85 percent less; and in weaving, from 56 to 67 percent less. The substantial differential in these figures shows the vast room for improvement in the British manufacturing picture. Three of the reasons discovered by the mission for the differences were the use of machinery in the U. S., the utilization of scientific methods for the use of labor here, and the concentration on operative efficiency (output) rather than on machinery efficiency as in Great Britain.

Another factor was that the British mills traditionally produce a great many different qualities of cotton in small lots, while the

(Continued on Page 69)

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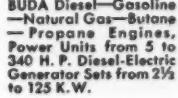
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SHIPPING



ROBERT C. NEILL, Traffic Manager, California Fruit Growers Exchange, has been a member of the Sun-kist organization since 1925 when he entered the traffic department as a rate clerk. Before becoming affiliated with the Exchange, Mr. Neill had for 20 years been engaged in railroad and industrial traffic work.

In 1932 Mr. Neill was appointed assistant traffic manager. He became head of the traffic department in 1941. Mr. Neill is a member of the Illinois State Bar Assn. and is admitted to practice before the Interstate Commerce Comm. and the Maritime Comm. of the United States.

TRANSPORTATION cost, the largest single item of expense in the marketing of fruit, has a significant and direct bearing on the growers' income. Each year about four hundred thousand car-loads of fresh fruits and vegetables are shipped by rail from California and Arizona to more than 600 markets in the United States and Canada. The transportation and marketing of so large a volume of perishable commodities, moving to so many distant markets, present a major distribution problem.

Transportation is an important factor in the perishables industry. Certainly the citrus industry of California could not have reached its present size and importance had not adequate facilities been provided for the transportation and distribution of the fruit. Growers affiliated with the California Fruit Growers Exchange ship on the average more than 75,000 carloads of citrus fruit annually. This fruit is transported an average distance of over 2,500 miles. It is probably the greatest tonnage of perishable products that moves such a vast distance under the control of any one organization in the country.

One of the important duties of the Exchange's traffic department is to see that a sufficient number of refrigerator cars are available for the movement of this great tonnage. During the war years, shipments of fruits, vegetables, and other perishable foodstuffs increased greatly. It became apparent early in the war that the existing number of refrigerator cars was entirely inadequate to keep



Boxes of oranges received from the packing house pre-cooling room are not stacked in refrigerator cars "top up" but on box ends to prevent damage to fruit.

moving all the loads offered to the railroads, and that much of the increased production of foods would not be moved unless more efficient use of cars could be effected. The longer wartime schedules, and the slower turnaround of the cars added to the shortage which was and still is of great concern to shippers on the Pacific Coast.

To increase generally the efficient use of the existing supply of cars, the National Refrigerator Car Pool was set up under the agency of the Interstate Commerce Comm. The pool took over the distribution of refrigerator cars in all areas producing perishable commodities.

Besides making sure of the

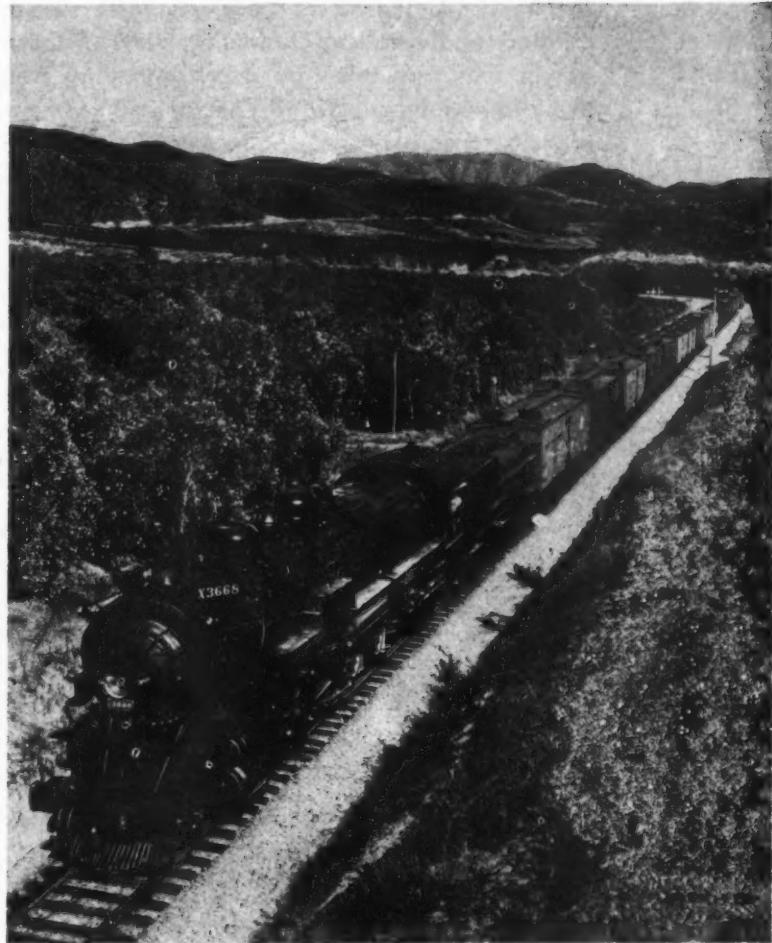
availability of sufficient cars, the traffic department arranges for the establishment of reasonably fast and dependable railroad schedules which can be regularly maintained. For many years before World War II, western perishables moved to the markets on schedules as precise and as regular as passenger trains—and almost as fast. These schedules were, of course, disrupted during the war years. Although some progress has been made toward restoration, the dependable prewar service expected by shippers has not yet fully materialized.

The traffic department of the Exchange selects and furnishes to its shippers information and instructions as to the best available

G OF PERISHABLES

Growers affiliated with the California Fruit Growers Exchange annually ship about 75,000 carloads of perishables an average distance of more than 2,500 miles . . . In the marketing of perishables, transportation is not only the largest single cost item but one which poses many vexing operational problems for traffic management.

By R. C. NEILL



routes that will give the broadest distribution, and at the same time keep shipments in the best transportation channels for reconsignment en route. This prevents delays and excessive costs for out of line movement.

Concerned principally with the cost and service features of transportation, the department has nothing to do with the actual physical handling of the fruit prior to shipment. The tariffs of the railroads prescribe the types and dimensions of containers to be used, and suggest the proper methods of loading and bracing the containers in the cars. Loaded and released to the carriers for transportation, the cars are now under the supervision of the traffic de-

partment, whose duty it is to see that they go forward in the assigned trains, and that shipments arrive at their proper destination on schedule and in good condition. The services of the department are not concluded until the shipment has been accepted by the receiver.

Claims for overpayment of transportation charges and for losses arising from mishandling by the carriers are promptly filed. Checking claims is an important function of the department, and must be handled by competent and experienced men.

The functions already mentioned are generally routine matters in the operation of almost any traffic department. Perishable commodities, however,

shipped under refrigeration for long distances, and on fast schedules, and frequently reconsigned from one market to another require much more care and supervision than does ordinary freight.

In the early days of industrial traffic management, a traffic manager needed only two general qualifications: first, an acquaintance with and an ability to get along with the freight traffic officers of the railroads; second, the ability to obtain the best bargain for his company in the way of rates, services and favors.

The traffic manager of today, to successfully meet the exacting requirements of that position, must have broad transportation ex-

(Continued on Page 110)

THE RAILROAD SITUATION

The impact of the recent wage increases affecting the non-operating railroad employees is a staggering blow to the roads. This increase, as yet unaccompanied by a corresponding freight rate increase, is likely to be followed soon by increases in some form to the remainder of railroad employees.

AN arbitration board at Chicago, appointed under the Railway Labor Act, has made an award increasing the wages of the so-called non-operating employees in the railroad industry $15\frac{1}{2}$ c. per hour, effective Sept. 1. The non-operating employees constitute 73 percent of all the railway employees there are. They are the section men, the shopmen, the clerks, the telegraphers, and other classes who do not have to do with the operation of trains. They work, for the most part, a 48-hour week. This award will cost the railroads approximately 438 million dollars per year. It is already in effect. Everytime the sun goes down, the railroads are now incurring a liability of a million and a quarter dollars for that wage increase, without a chance of getting back a single dollar of it until such time as the Interstate Commerce Comm. grants increases in freight rates.

The impact of that wage increase, as yet unaccompanied by any corresponding freight rate increase, is a staggering blow to the

By **WILLIAM T. FARICY**

President

Asso. of American Railroads

railroads. Unless all history of wage fixation in the railroad industry is reversed, it will be followed before long by increases in some form to the remainder of railway employees.

The entire net income of the railroads last year was 288 million dollars—far less than the 438 million dollars that this award will cost. This year's net income, without any change in wage rates or freight rates after the Jan. 1 increases, had been estimated at 431 million dollars, or a little less than this non-operating wage award alone.

What brought about this wage award and why is the impact so terrific on the railroad industry? It came about largely because employees in other great national industries, industries which are large users of railway transportation, had already received increases of

around the same amount in cents per hour—the so-called 15c. pattern that we have heard so much about. It came about also because of the increase in the cost of living that has taken place since last year's wage increases were awarded. These increases in the cost of living are traceable in the substantial part to the rising prices of food.

The farmers of America, heavy users of railroad transportation, are receiving farm income which is at an all-time high. Corn and beef are at the highest prices ever. Wheat has been constantly going up, notwithstanding the greatest crop in history. All these things inevitably are reflected in the cost of living. These two factors, brought about not by the railroads, but by their customers, made a substantial wage increase to railway employees inevitable.

Other industries have stood up under increases in wages this year of 15 or $15\frac{1}{2}$ c. per hour. Why is the impact of a like increase so

Address before the Traffic Club of New York, Sept. 10.

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That the public thinks the railroads make 15%

R. R. PROFITS

R. R. PROFITS

R. R. PROFITS

That the public thinks 10% would be fair

R. R. PROFITS

R. R. PROFITS

Actually the railroads earned only $2\frac{3}{4}$ % in 1946

To provide the service the public wants, railroads need to earn at least 6%. But estimates indicate that even with the recent freight rate increase, the return for 1947 will be only about half that requirement.

R. R. PROFITS

hard in the railroad industry? The answer is two-fold. First, wages in the railroad industry, prior to this increase, already consumed about 50 percent of gross revenues. Contrast this with the oil industry, where wages take 6 percent of operating revenues, or the manufacturing industries, where they average 20 percent of operating revenues, and you have one of the answers. Wages take a larger percentage of revenues in the railroad industry than they do in any other major industry, except coal mining.

The second reason for this impact is that unlike other industries, the railroads are not free to raise the price of their product—transportation—as the cost of producing it goes up, but must submit their case to the Interstate Commerce Comm. and the state commissions under time-consuming procedures. In some important states, the railroads have not yet received the increases that were applied for a year and a half ago to take care of the wage increases granted effective Jan. 1, 1946.

Before the wage increase of eight days ago was granted, what was the situation of the railroads? They already had a freight rate case pending before the Interstate Commerce Comm., in which the eastern railroads were asking a 25 percent increase and the western and southern railroads 15 percent, with certain exceptions, such as coal, where the increase asked was in cents per ton.

Why had the railroads, without any wage increase this year up to the time of the filing of the petition early in July asked for that freight rate increase? Because in the period since pre-war their costs of operation have far outrun the price they charge for their transportation. Since 1939, wage rates on the railroads had gone up 52 percent, without this latest wage increase. Now the increase in wage rates is 67 percent. The price of materials and supplies, including fuel, had gone up 70 percent when the petition was filed, and now it is 87 percent. As against these increases of 67 percent and 87 percent, which we might term increases in the rail-

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roads' cost of living, freight rates had gone up only 17½ percent, and passenger fares only 12 percent.

A business simply cannot make ends meet on that kind of lack of balance between what it pays out and what it takes in. The railroads can't levy taxes and they can't print money. They must pay their bills out of what they take in at the gate, so to speak, and if they fail in that, they will cease to be the mainstay of private enterprise in this country, as they are now.

So, the railroads filed this rate increase petition early in July, and requested prompt hearings. The hearings began Sept. 9. Exactly one week before the hearings started, along came this huge wage award. Only one crumb of comfort did the railroads get out of that wage award, and that was the effective date. Instead of being April 25, as the brotherhoods had contended for, the effective date was made Sept. 1. The Board evidently realized that any substantial period of retroactivity would sink these railroads. It is vital to the solvency of the railroad industry that the railroads move swiftly for an emergency increase sufficient, at least, to cover this latest wage increase and the startling increase of 157 million dollars per year that has taken place just since July 1 of this year in the cost of materials and supplies that the railroads use. Most of this increase was due, of course, to the higher prices for coal and steel.

The railroads have, therefore, filed a petition raising the amount sought to an overall average of about 27 percent and moved for an immediate temporary increase of 10 percent to apply on that 27 percent. Early and favorable action by the Interstate Commerce Comm. on the motion for an immediate increase is essential, unless railroad purchases are to be sharply curtailed at a time when the country can ill afford to have them curtailed.

As everyone knows, there is a shortage of freight cars in this country. The railroads have on order 114 thousand freight cars,

three times as many as were on order on July 1 a year ago, when a meager interim freight rate increase was granted by the Interstate Commerce Comm. At the present rate of production of freight cars, 114 thousand is more than can be built for a year and a half, and it is as many as will be produced for a year to come, even if the hoped-for goal of 10 thousand cars per month is reached. This non-operating wage increase, on a yearly basis, will amount to nearly as much as the total purchase price of all these 114 thousand freight cars. Provision for that wage increase must be made from increases in railroad revenues, and not from treasury resources on the faith of which the new freight cars have been ordered.

So, the fate of the railroads is today in the hands of the Interstate Commerce Comm. Never in their long history have the railroads been in greater need of prompt and intelligent consideration at the hands of the Interstate Commerce Comm.

With the high level of costs that the railroads have been bearing, even without this latest wage award, the only thing that has kept them going financially has been an unprecedented peacetime volume of traffic. Any substantial recession in traffic would have immediate repercussions because the high level of operating costs is now fixed through wage rates and costs of materials and supplies, and there was so little cushion left, even before this wage increase, that disaster would speedily overtake the railroads with any substantial drop-off in traffic.

The price structure of the country, that is to say the price that the customers of the railroads are getting for their products, has gone up so much since 1939 that no longer is the ratio of the freight rate to value of the commodity transported anything like what it was before the war. By July of this year, the wholesale price index was 94.5 percent above what it was in 1939, and unless I miss my guess, by today it may well have hit 100 percent over 1939, 200 percent of 1939—100 percent over

1939. Many commodities have increased in price more than 100 percent. And when it comes to farm prices, we see them almost three times as high as they were in 1939. But here we are with freight rates only 17.5 percent higher than 1939.

So it is true beyond cavil that railroad freight rates are now a far less percentage of the value of the commodities transported than they were in 1939; in fact, if the entire freight rate increase which the railroads have asked for is granted, the ratio of freight rates to the value of the commodities transported, on the average, will still be a great deal less than it was in 1939 if anything like the present level of prices continues.

Do the railroads deserve this increase? What has been their performance that merits saving them to private enterprise? In the war, as everyone must know by now, the railroads met successfully the greatest transportation test of all time. But what people do not seem to know, however, is that today the railroads are moving more tons of freight more miles than ever before in time of peace. They are moving successfully the greatest wheat crop in the history of the world. Our wheat crop this year is nearly 60 percent above the ten-year average of the years 1936 through 1945, and considerably exceeds the previous high of 1946. More carloads of grain have been moved so far this year than ever before in history, notwithstanding a depleted car supply.

Perhaps the greatest measure of railroad progress is that so much is expected of the railroads. The toil and sweat that have gone into the epic performance of the railroads this year in moving the western grain crop do not attract the public attention that do a few hundred grain elevators closed for lack of cars. That is because the closing of the elevators is news, but the fact that ten times that many elevators have received an adequate car supply is not news. A few million bushels of grain on the ground attract more attention than the orderly transportation to the markets and to the ports of

a hundred times that much, in the greatest grain movement in history.

While I am on this subject of grain on the ground, let me correct what seems to be a widespread misapprehension. Grain on the ground in the west has been a common incident of harvesting ever since the combine came into general use. This does not mean that the grain rots on the ground, as some critics of the railroads would have the public believe. In the old days, the farmer cut, bundled, shocked and then threshed. Days and even weeks elapsed between operations. Harvesting took more time, so the country elevators and the railroads had more time. Nowadays, giant combines go over a field to cut and thresh in a single lightning operation, and the result is that the harvesting period is compressed into a few short weeks. Grain comes from the combines so fast during the harvesting period that in many localities there are not enough vehicles to carry it away from the combines, and it is piled in the fields, millions of bushels of it. Likewise, there are not enough freight cars to handle it all at once, and millions of bushels are piled along railway rights-of-way. This happened this year, as it has been happening for years in the past. The largest of the wheat-carrying railroads, the Santa Fe, at one time this year had millions of bushels of wheat piled on the ground. Today, all of it is under cover. Any spoilage from ground storage is negligible. Those millions of bushels piled in golden mounds, that you may have seen in a weekly magazine a short time ago, have been moved. Other railroads farther north, it is true, still have much grain to move from outdoor storage, but it will be moved, and without any great amount of spoilage.

Grain is not the only thing upon which there have been new records of one kind or another made this year by the railroads. Not even in any war year did the railroads move in the same elapsed portion of the year so many carloads of freight. And this is being done with fewer cars. The railroads ran the wheels off their cars in

(Continued on Page 58)

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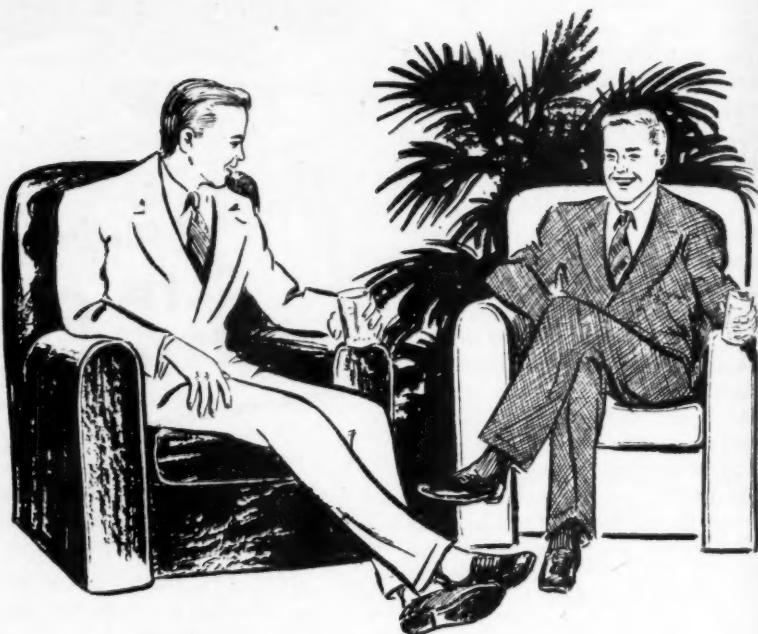
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DON'T "TALK SHOP"

But Jack McCormack, freelance traffic manager, introduces his favorite theme at a house party and finishes by organizing a traffic department for the Arlington Manufacturing Co.

By HENRY G. ELWELL
Traffic Consultant



DURING the second evening of the house party, Jack McCormack decided to slip into his host's library for a quiet smoke. Entering the room he almost collided with a gentleman who introduced himself as Frank Porter. As Jack lit a cigarette Porter mentioned that he held the position of sales manager with the Arlington Mfg. Co. Jack in turn stated he was a freelance industrial traffic manager.

"I imagine your work is fascinating, as well as being of value to those shippers who have need for such assistance," said Porter. "As for my company, it has no traffic problem and doesn't require a traffic department."

"On the basis of that broad statement of yours," commented McCormack, "I'll venture to say your executives, or most of them, have never given any serious recognition to traffic matters in relation to your organization."

"What do you know about the affairs of the Arlington Mfg. Co.?" demanded Porter.

Author's Note: Names of persons and companies are fictitious.

"Nothing, Mr. Porter. But when any officer of any industry declares that his company has no traffic problem, it generally will be found that the executives of that company do not comprehend the place of traffic management in the business structure. Permit me to ask a question. In the receiving of raw materials; in the warehousing, etc. of the materials; in the packing and shipping of the finished products; in these and other projects doesn't your company use some form or forms of transportation, and if so, doesn't someone in your organization give direction?"

"Oh, yes," replied Porter, "each of our departments manages its own traffic work."

"I see," smiled McCormack. "Probably none of the departments taken singly has any appreciable traffic problem, but collectively they create an issue which should not be permitted to remain uncontrolled."

"You think so?" asked Porter.

"I know so," declared McCormack. "It seems your company makes no provision for reducing and controlling its costs

of transportation. And what about proposals for rate increases by carriers, or propositions by your competitors for reduced freight rates to or from their mills, or obtaining adjustments in classification ratings on your company's products, and the multitude of other traffic factors? Who in your establishment takes care of these matters?"

"Well, well, why," stuttered Porter, "we depend on the railroads and the truckmen to keep us informed."

"Just so," observed McCormack, "and by the same token I presume your company relies on hit or miss methods in attempting to sell its products."

"Certainly not," protested Porter. "The sales department is under my personal direction, and the salesmen pull together on our sales problem at all times."

"Fine," said McCormack. "It's clear that you realize sales work has to be directed and coordinated. I should think you would understand that your traffic and transportation functions require the same attention. Well, I've enjoyed chatting with you, but now

please excuse me. I have to re-join the party."

Jack gave no further thought to his talk with Porter. Two weeks passed. Then a telephone message invited him to call on Porter at the office of the Arlington Mfg. Co.

Somewhat puzzled, Jack consented. The next morning at the appointed time he was received by Porter. After the usual greetings he presented Jack to Tom Flanders, production manager of the company, and said, "I have told Flanders here that during our discussion at the house party you insisted the traffic functions of a manufacturing concern should be administered by a traffic department. He is interested in having more details."

"I surely am, and in more ways than one," Flanders stated. "For months I have been complaining that the time spent on traffic matters by the production department interferes with its specific operations. Besides, such work is being improperly conducted. There is no one in the department who has any definite traffic training. And, so far as I can determine, this applies throughout the entire organization despite the fact that we loosely assigned the title of 'traffic manager' to someone in the accounting department."

"But," interrupted Porter, "everything seems to be satisfactory insofar as our traffic needs are concerned."

"That's just the trouble," Flanders exclaimed. "We have been taking things for granted. Actually we have never made a study as to what may be needed. For that reason I wish to hear McCormack's explanation."

"I'll be glad to explain," said McCormack, "inasmuch as a review of the basic pursuits of each department reveals diverse interests."

McCormack then pointed out that the accounting department performs the bookkeeping; the purchasing department is responsible for obtaining supplies and raw materials; the production department manufactures the raw materials into finished products; the sales department must sell the finished products; the executive

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department directs all activities. Not one of these departments can sustain any portion of the work of the others if each is to operate efficiently.

He then mentioned that the accounting department's outlook on traffic bears on such things as freight claims and the checking of freight bills. The purchasing department sees the urgency for lowest freight rates and best routes on inbound materials with expedited movements. The production department has an interest in receiving, shipping, materials handling, demurrage, packing, and classification. As for the sales department it is concerned with service to customers, quick delivery of products, competition, warehousing, etc. The executive department requires data in the selection of warehouses, new plant or branch factory locations, transportation costs, and similar general information.

"So," McCormack said, "if each department attempts to deal with transportation questions affecting only its own province, the parent organization will fail to gain the necessary control of traffic because there will be no co-ordinated effort. The result will be loss of efficiency and waste of money. A company's cost of transportation can be reduced by a qualified traffic department because it concentrates wholly on traffic matters, and for the entire organization."

"What you are saying," said Flanders, "convinces me that I have been on the right track in demanding we check into the possibilities of installing a traffic department."

"Here's another angle," interjected McCormack. "Many executives don't apprehend the impact on industry which has been brought about through regulation of railroads, highway carriers, water carriers, and freight forwarders by the Interstate Commerce Act, not to mention competitive conditions. It is imperative that every manufacturer give serious attention to costs of transportation and what constitutes those costs. It is only by having a traffic department that current

situations can be successfully met."

A startled expression passed over Porter's face as he said, "Perhaps we have been neglecting our transportation costs. Maybe we should have a traffic department."

"As for me," asserted Flanders, "there isn't a 'perhaps' or a 'maybe'. Look here, McCormack, would you set up a traffic department for us if Porter and I can persuade the executives?"

"I'm not sure I would want the job," countered McCormack. "If I accepted would I have a free hand, within the limits of company policies, in building up the department? Unless I could be assured on that point, count me out."

Porter shifted uneasily in his chair, but Flanders answered, "I can guarantee that full cooperation would be extended to you. In any case, before we can go ahead with any plan for a traffic department, the question will have to be presented to the executive group. Nevertheless, I believe we will be communicating with you in the near future."

Ten days later Flanders telephoned McCormack. He asked Jack to be at the Arlington plant the next afternoon at two o'clock. When he arrived, Porter and Flanders introduced him to the president, Robert Van Buren, then in turn to the purchasing agent, Cecil Fowler, the treasurer, Horace Phelps, and the comptroller, Albert Towson.

The seven men seated themselves at a long table. Van Buren said to McCormack, "We have had a report from Porter and Flanders, but we want more information before making a decision either way."

"First," slowly began McCormack, "it should be understood that a traffic department is not something distinct to be set apart from an industry's overall operations. It is a section of the whole organization, and on the same level as the sales, purchasing, or production departments. Actually, its actions are interwoven with those of each and all of the

other divisions of a company."

"As I understand it," remarked Van Buren, "you mean a manufacturing establishment is incomplete unless it has a traffic department."

"Exactly," acknowledged McCormack. "In addition to the routine matters, such as expediting shipments, which might be more or less successfully handled by one more of the other departments, there are numerous traffic undertakings which cannot be properly directed by any agency other than a traffic department. To illustrate, here are a few of the items I have in mind."

McCormack mentioned the following: Analyzing methods of distribution, warehouse locations, and possible use of in-transit privileges. Analyzing materials handling practices. Keeping department heads informed concerning transportation changes. Watching competitors' moves in rate matters. Working up charts of rates and preparing maps for the sales department. Checking for opportunities to bring about adjustments in classification ratings. Detecting and taking action on freight rate discriminations.

At this stage Towson broke in with the question: "If we installed a traffic department, how much money could we save each year?"

Flanders started to speak, but McCormack said, "Towson, before you were appointed comptroller, or before Porter was named sales manager, it would not have been possible for either of you to answer any such inquiry relative to the two departments. Too many valuable intangibles are involved. This holds good whether you refer to accounting, sales, traffic, or any other department."

"That may be so," expostulated Phelps, "but as treasurer I think we should have some idea of how much we can save by means of a traffic department."

"Frankly, I don't see how anyone could make a prediction along that line," objected Flanders. "On the other hand, perhaps McCormack can refer to some savings which have been obtained for other

companies by traffic departments."

"Yes," conceded Phelps, with Towson assenting, "at least we will have comparisons as a balance during our consideration."

"All right," McCormack promised, "I'll give you a few cases, but bear in mind that each company has its own traffic problem."

McCormack described how traffic department supervision had saved \$28,180 yearly for the Brady Chemical Co. through reductions in trucking costs, adjustments in freight rates, classification changes, and control of demurrage; how \$8,500 annually was saved for the Andrews Co. due to trucking studies, freight rate adjustments, and installation of transit privilege; how the Smith Mfg. Co. obtained a reduction of more than \$9,300 a year simply by a routing change.

He told how the Sherman Food Processing Co. saved \$16,000 yearly in warehousing and freight charges; how the Universal Production Co. reduced costs by \$87,500 over a twelve months' period on just one commodity; how \$15,000 yearly was saved in demurrage charges for the Ajax Corp.; and how a saving of \$102,000 was brought about for a company through an investigation of its packing and shipping procedures.

Hesitating for a moment, McCormack continued: "Each of those companies originally believed it had no traffic problem. But, when the opportunity was given to traffic management positive results were achieved. Over and above the cost reductions, greater efficiency was obtained for all of the concerns."

Van Buren, who had given close attention, now spoke. "We should adopt the proposal of Porter and Flanders calling for the creation of a traffic department."

At the end of another thirty minutes all were in agreement. Van Buren then said: "That's settled. Now let's decide whether the traffic department should act under the jurisdiction of the sales or some other department."

"As the purchasing department does the buying for the company I think the traffic department

(Continued on Page 71)

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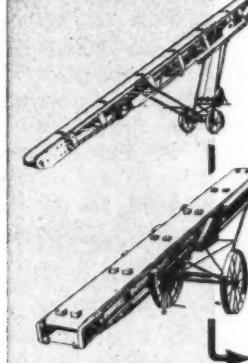
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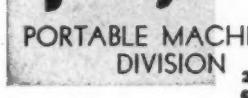
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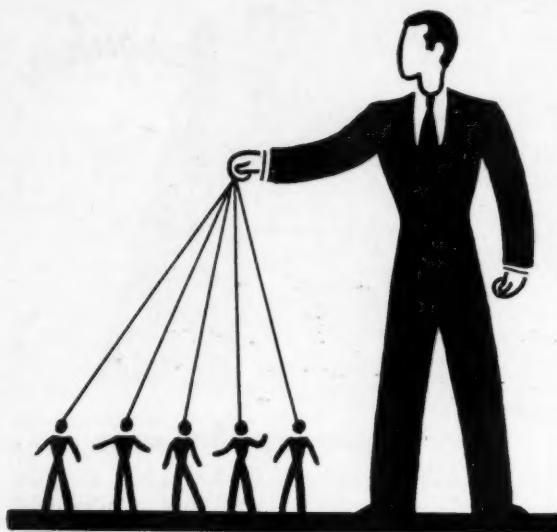
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10. THE VICE PRESIDENT IN CHARGE OF DISTRIBUTION

Distribution, as a single, complex function, requires a single head, a vice president in charge of distribution . . . To administer the affairs of his department effectively, he must use the principle of "management by exception," delegating routine detail to subordinates.

By R. M. COBURN

Marketing Consultant

IT WAS demonstrated in previous articles that distribution is in reality a single, complex function. It is comprised of the following:

LINE FUNCTIONS

Sales Department
Advertising & Promotion
Transportation & Warehousing
Public Relations
Credits & Collections

STAFF FUNCTIONS

Market Research
Cost & Budgetary Control
Product & Package Engineering
Industrial Engineering

The best criterion as to whether a single activity belongs in this department or not is: Does its operation directly contribute to the cost of distribution? In some instances it may be necessary to pro-rate certain costs between departments. It is more economical in many concerns to combine shipping and receiving departments. Handling out-freight is a distribution expense whereas in-freight is generally considered a production cost. Unless distribution has its own product engineer, part of the cost of product research must be arbitrarily allocated to it. The company may not be large enough to support a separate cost and budgetary control division. The ratio

of these divided expenses to total distribution expense is usually small, so that it is relatively simple to pro-rate them equitably.

The inherent complexity of the distribution function is *not* increased by the creation of a single, unified department. It only seems more complicated when the manifold individual problems are brought into the open where they may be seen more clearly and where the interdependence of one upon the other is more evident. Indeed, it is not possible to comprehend the intricate relationships of the various functions unless distribution is viewed as a many-faceted single function. A full insight into the essential nature of the individual activities and how they mesh (or clash) is the first step toward efficient, controlled distribution.

If the natural unity of distribution is recognized, it follows that its management, to be most effective, must be centralized in a single individual with the rank of vice president. He cannot properly be called Vice President in charge of Sales because his activities are so much wider in scope. His only logical title, therefore, is Vice President in charge of Distribution, making him one of the three major operating vice presidents. The other two would be in

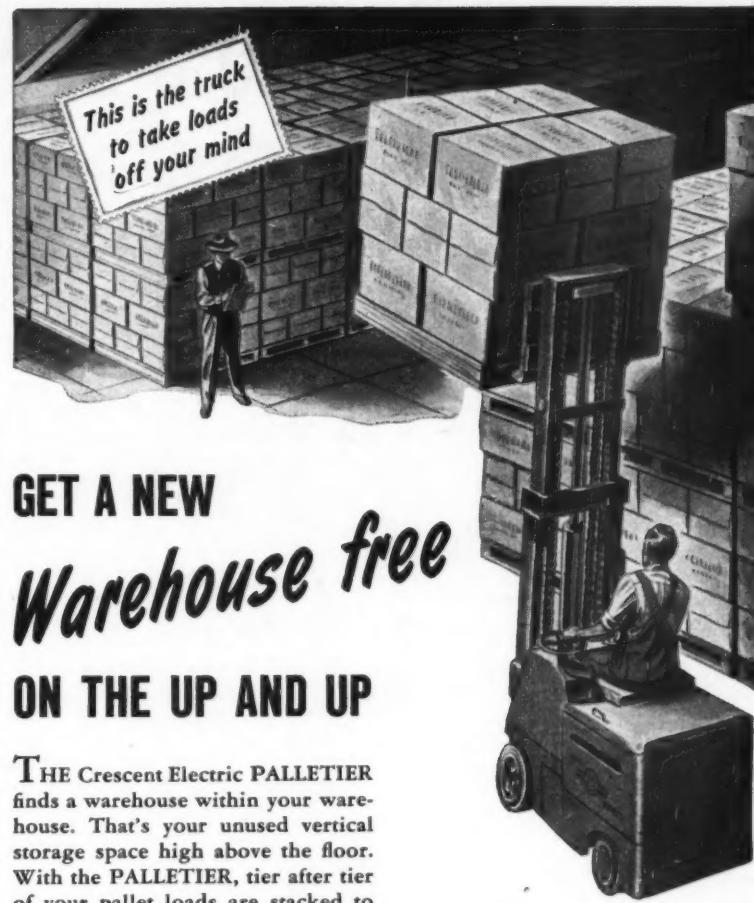
charge of production and finance. With top executive management they comprise the group responsible for fundamental planning, company policy and administration. Like all executives he has a dual responsibility; one as a member of a hierarchy in which he represents his department, its requirements and accomplishments; and the other in which he acts as its administrative officer. And further, like all executives, he is faced with the question: to what extent should he concern himself directly with the actual day-to-day operation of his department? The more time and thought he spends on purely functional activities the less he will have for his higher responsibilities. This is the eternal problem of all executives and it is a mark of exceptional administrative ability never to do anything that a subordinate can do as well, and in the everyday operation of business to have the fortitude to allow the utmost autonomy to his employees.

In an integrated department of distribution, with its unusually wide and varied assortment of functions and individuals whose objectives often seem to be at variance, the granting of a high degree of autonomy becomes a real problem. On the one hand, the vice president wants to be as free

as possible to devote himself to the higher duties which are his alone, and on the other he is still responsible for the successful maintenance of a large and heterogeneous organization. How can he handle both? It has been estimated that the most able executive can effectively supervise no more than five or six others who have their own departments. In this instance, with the aid of one or more assistant vice presidents, he will directly supervise all line activities. The Distribution Controller, in addition to his direction of all staff work, will be responsible for the actual integration of line and staff functions and the internal administration of the entire organization. If the line departments are adequately manned, if programs and policies have been intelligently planned, and if they are being carried out according to plan, the contact with the vice president will be limited largely to conferences on policy and matters of special interest. With a properly designed functional organization operating under the principles of scientific management, and with capable individuals in key positions, the vice president can segregate himself almost entirely from daily happenings. But, because he is still responsible for the entire function, he must know exactly what is being accomplished and what progress, if any, is being made.

At this point the reasons for insistence upon meticulous attention to detail and to principle in earlier articles become apparent. Specific definitions of function, a comprehensive organization, a scientific system of standards, methods and controls, and a centralized means of control all point to this—that the vice president may have under his direction a truly efficient department, one which will require an absolute minimum of personal supervision, but about whose accomplishments he will always be well informed. His knowledge will come from well developed standard practice in reporting.

The technique of effective report writing (and reading) and its use as a tool of management have too often been honored with lip-service and little else. The lack of appreciation (Continued on Page 86)



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WATCH THOSE SHOCKS!

The impact or "ride" recorder keeps a record of the shocks received by merchandise during handling and transportation . . . From this record, improper handling and packing can be corrected.

A N aid in the task of reducing the immense amount of breakage of and damage claims to merchandise in our distributive system is the impact recorder, sometimes called the ride recorder. With such an instrument, a record of shock severity and the times such shocks occur during the shipment of goods can be obtained. With this record, danger spots can be corrected or eliminated, and measures instituted to increase care in the packing, handling and transportation of goods.

One type of recorder, called the Redhead Ride Recorder, is manufactured by the Impact Register Co. (Fig. 1). It measures 15 by 7 by 8 in. and weighs approximately 20 lbs. It comes in several different models, including one which records shocks in the three planes of movements. This instrument, primarily a train or truck recorder, is usually set upon the floor of a freight or passenger car, and the mechanism started.

It reports when the going is

smooth as well as all bumps and shocks which might damage merchandise, and in addition indicates severity. The device operates as follows: A clock (or an electric motor), operating continually, winds a wax-coated tape over a roller and under three or more styli which are activated by a weight system. The tape is calibrated to indicate both the time and the severity of the shock.

The Analysis Sales Corp. has developed another type of impact recorder (Fig. 2). This device is smaller in size and also records shock in three planes. The machine, approximately a six-inch cube weighing less than seven lbs., is made of duraluminum for strength and lightness. It is battery-driven, with a clock that winds a roller and pulls a carbon-backed tape over it at a rate of $\frac{1}{4}$ in. per hour. Three styli are used and, by means of a calibrated tape, all marks are related to time. One can read the time to within a few minutes and the degree of shock with reasonable accuracy.

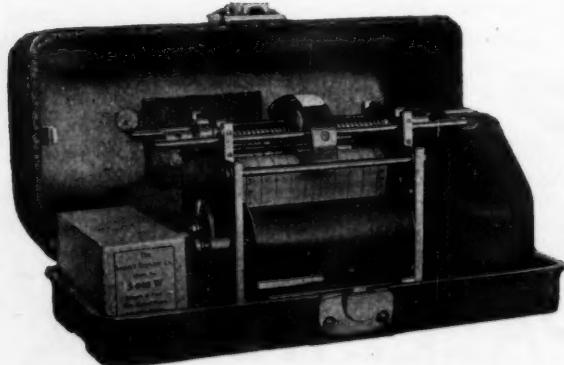
The device will record shocks up to the equivalent of a $4\frac{1}{2}$ ft. drop.

Both types of machine can be changed and adjusted to run faster or slower, and to show, with springs of varying intensities, different degrees of shock.

The Redhead machine has been used for years in freight cars, trucks, subways, etc. The newer Analysis Sales machine has its own field, but can also be used for this type work. It is much smaller and lighter and lends itself particularly to department store or parcel post work and can be incorporated in a merchandise package in order to provide a record from shipment to the time of delivery. The firm has made several exhaustive studies for department stores, with recommendations for corrections in their handling procedures.

The impact or ride recorder promises to enjoy wider use in these days of mounting damage claims resulting in large part from improper handling and packing.

Fig. 1. The Redhead Ride Recorder.



LETTERS

(Continued from Page 12)

pany that has a moving job on its hands. In addition, shipments held for packing clutter up valuable warehouse space more urgently needed and the customer is without his effects sometimes for an extensive and expensive period. It is also doubtful if some of the substantial crating and boxing I have seen is necessary to pack the goods. By why should the mover care? His charge is based on the gross weight of the goods plus the packing material.

Weatherproof lift vans for flat car loading might be another "screwy" idea.

It seems to me that the industry has not developed its potential services to the point where the owner (poor guy) is getting his goods moved at minimum cost.

The development of ideas similar to these may require certain classification changes, but with the "released" value clauses in the classification, such changes would be no serious obstacle to the numerous mover's associations.

A lot of what is said above may be due to ignorance but if Mr. Odell has the time I would appreciate hearing from him. Maybe we can exchange other "screwy" ideas!

—Another "Screwball."

Thanks

Sir:

Our library endeavors to send important printed information direct to the attention of the personnel in our company, in order to keep them informed of current business conditions and the latest developments and research in their respective fields of operation.

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Editor's Note: This permission is gladly extended. We have already seen copies of the well prepared abstracts of "Impact of Air Freight on Marketing" by John H. Frederick, April, 1947 issue, and "Now the Expendable Pallet" by Selma Wineman and Haviland F. Reves, July, 1947 issue.

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TRAFFIC MEN AT SCHOOL—(Continued from Page 21)

traffic management reveal a broad vocational coverage and a remarkable degree of sustained interest. For instance, about 80 percent of all students who take our courses are already engaged in some form of transportation work; and 76 percent of all students who enroll complete our full two-year general traffic course. In an average class, limited to 35 students, about one-half of them will be employed by industrial firms, seven or eight by rail carriers, 3 or 4 by motor carriers, possibly two by freight forwarders, and the remainder will be made up of express, water or airline employees and unemployed students. Some of our classes of course are different; such as a recent Chicago class which contained 19 employees of the Illinois Central R. R., seven from the Grand Trunk Ry., two from motor lines and only seven from shipper industrial establishments.

The student preference at our college is for evening classes, rather than day classes. Our evening classes meet twice a week through full 6-month semesters, and our general traffic course requires two years of such study. In contrast, the day classes meet five times a week and the general course thus may be completed in one-third as much time. The course is highly practical, prepared and taught by active traffic men and planned to give balanced consideration to both the basic theories and application of traffic methods in all forms of transportation. Each class assignment includes a set of practical problems based on the use of the actual tools of the traffic management trade—tariffs, classifications, routing guides, shipping forms.

The first of the four semesters in our general traffic course covers the history and development of all forms of transportation, functions of freight traffic associations, classifications of freight, principles of freight rates and tariffs, special freight services, and a study in freight claims. The second semester gets into a study of the commission's tariff circulars, tariff construction and filing, freight rates

and tariffs, terminal facilities, switching, demurrage and storage, reconsignment and diversion, embargoes, various transit privileges, warehousing and distribution, and materials handling.

The third and fourth semesters are advanced work. In the third there is considered through routes and rates, as well as arbitrages and differentials, advanced milling in transit, import and export traffic and rates, technical tariff interpretation, advanced claim adjustments, and rate and classification committee procedure. During the

final semester the course is highly specialized in the practical application of the Interstate Commerce Act, through study and also class practice of actual procedure before the Interstate Commerce Comm. The work includes the preparation of a case involving a hearing as before an examiner and also oral argument as before the ICC.

This final semester is a good introduction to our post graduate course. This course is available only to ICC practitioners, attorneys, and others qualified by actual experience to prepare for practice, and extends through one year of night classes. It is devoted to a study of Interstate Commerce Law as interpreted by the courts and the Interstate Commerce Comm. This includes the history and development of the Interstate Commerce Act and all related regulatory and amendatory acts, the general principles of traffic law, procedure and practice before the commission, and the canon of ethics.

When one considers the vast amount of technical knowledge which a traffic manager must have in order to competently perform his duties, it is indeed a pleasure to witness the increasing recognition which industry is giving to the traffic manager. This recognition is gradually developing to the point where he is achieving his proper place in "top management".

At no time in our past industrial history has there been such a great need for technically trained traffic personnel. Some of the most important legislation now facing Congress is in transportation; not to mention one proposed bill planned to give lawyers a stranglehold on practice before the commission, regardless of their possible knowledge or lack of knowledge of traffic matters. Unsolved national traffic problems include relationships between shippers and carriers, and between carriers themselves. These and many other problems in transportation must be solved. And they will be solved



While Congress Is Adjourned

By John W. Scoville
Consulting Economist

Now that Congress is home finding out what the folks there are thinking, and fixing up some political fences, I find that my chief complaint against the 80th Congress, and all the recent Congresses, is that they have usurped powers not granted to them by the United States Constitution. I am so reactionary and old-fashioned that I think Congressmen should "support, preserve and defend the Constitution of the United States."

If I were in Congress, I would vote against every bill that was not clearly in harmony with our great Constitution. While the Constitution stands, socialism and communism cannot enter. When, through ignorance, apathy or indifference, the people let the Constitution die, then the gates are open for every cursed, rotten "ism" to enter and destroy our liberties, our hopes and our happiness.

Not by selfish, blindly prejudiced or politically poisoned individuals or groups. But by a newly inspired traffic fraternity which has knowledge and understanding of the necessity for rules and regulations for the protection of the public. By a highly skilled group with faith in the future, and possessed of imagination and confidence in their ability to meet any challenge. Men who can visualize the vastness of our national transportation picture. And there is a proper place in this picture for the railroads—the motor carriers—the airlines—the water carriers—the freight forwarders—even the parcel post and railway express. Each agency of transportation has earned a place in this picture, and each should be utilized to its best advantage.

It is perhaps fitting, as a final statement, to cite the declaration of our National Transportation Policy as stated on September 18, 1940, by Congress:

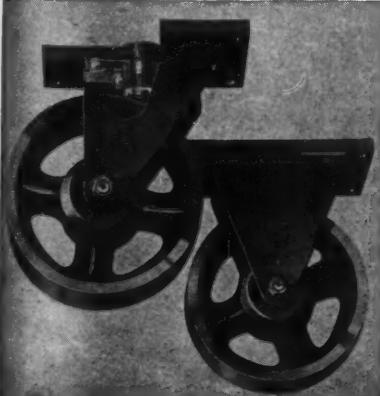
"It is hereby declared to be the national transportation policy of Congress to provide for fair and impartial regulation of all modes

SWTA Elects New Officers

The following officers were elected at the 30th annual convention of the Southwest Warehouse and Transfermen's Assn., Inc., at Amarillo, Tex., recently: C. B. Robertson, The Public Warehouse Co., Oklahoma City—president; Otto J. Layer, Merchants Transfer & Storage Co., San Antonio—first vice president; Avery Rush, Armstrong Transfer & Storage Co., Amarillo—second vice president; R. D. Knight, Hunter Transfer & Storage Co., Texarkana—vice president for Arkansas; J. R. Herrin, Herrin Transfer & Warehouse Co., Shreveport—vice president for Louisiana; Lawrence Milne, Dalton Transfer & Storage Co., Albuquerque—vice president for New Mexico; D. L. Wigington, O. K. Transfer & Storage Co., Lawton—vice president for Oklahoma; W. N. McKinney, American Transfer & Storage Co., Dallas—vice president for Texas. The Directors of the association are as follows: Dan Dalberg, Westheimer Transfer & Storage Co., Houston; J. W. Tellman, Southern Transfer & Storage Co., San Antonio; G. K. Weatherred, Dallas Transfer & Terminal Warehouse Co., Dallas; Harry Rogers, Rogers Transfer & Storage Co., Galveston; Mel Stremmel, Reliable Van & Warehouse Co., Oklahoma City; and H. T. Luther, Luther Transfer & Storage Co., Lubbock, Tex. Reappointed as secretary-manager and assistant secretary were Amos E. Brooks and Beatrice Parker respectively.

of transportation subject to the provisions of this Act, so administered as to recognize and preserve the inherent advantages of each: to promote safe, adequate, economical, and efficient service and foster sound economic conditions in transportation and among the several carriers; to encourage the establishment and maintenance of reasonable charges for transportation services, without unjust discriminations, undue preference or advantages, or unfair or destructive competitive practices; to cooperate with the several states and the duly authorized officials thereof; and to encourage fair wages and equitable working conditions;—all to the end of developing, coordinating and preserving a national transportation system by water, highway, and rail, as well as other means, adequate to meet the needs of the commerce of the United States, of the Postal Service, and of the national defense. All of the provisions of this Act shall be administered and enforced with a view to carrying out the above declaration of policy."

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THE RAILROAD SITUATION—(Continued from Page 47)

doing their part in winning the war. What kind of a job of railroading do you think it takes to move more cars of freight with fewer cars? It takes an epic performance, it takes all the toil and sweat of a million and a third railway employees, working as an organized force under the careful planning and management of men who know their job, men who are not deterred by shortages, but instead go ahead and do the best they can.

Coal is being moved in near-record quantities. The lack of availability of open-top equipment happens to be more serious for the railroads right now than the box car situation. In August this country exported more coal than ever before in any month. In the first eight months of this year, we exported 34 percent more coal than we did in the entire year 1946. When coal cars are used for export business and are held at the ports for availability of ship-loads, that raises havoc with railway car supply, and that is one of the reasons we are having so much trouble getting enough cars to handle the coal and other commodities requiring open-top cars. One may seriously question whether it is going to be possible to continue with such an export volume without bringing about an impairment of our own country's coal supply this winter, but those are not questions for me. They may appropriately be considered by the State Department and undoubtedly are being balanced against the meeting of its great responsibilities in the crisis with which we may soon be confronted in Europe. I would be the last to raise my voice in protest against anything that our Government, in its handling of a delicate international situation, might decide was in the best interests of our country.

While I am on the subject of what may be ahead for this country in its international relations, let me say that the Assn. of American Railroads stands, as it has always stood, 100 percent with the armed forces of the United States in whatever job is to be done. Re-

cently, the army honored the Assn. of American Railroads by asking it to sponsor the Military Railway Service headquarters units for three armies. The association is going ahead with that job of recruiting and organizing right now. The individual railroads of the country are cooperating by organizing the operating battalions and the shop battalions that will fit into that Military Railway Service plan. Nobody in this country wants war, but if it comes again, the railroads and their central organization, the Association which I have the honor to head, intend to be ready. They can be helped, instead of hindered, in that readiness if they are given revenues adequate to keep the railroad plant modern and efficient.

If the Interstate Commerce Comm. and the state commissions see fit to grant not only the interim emergency requested for immedi-

ate application, but also the greater increase applied for and so badly needed, this country will see a railroad plant and railroad service developed to a degree as yet undreamed of. From the realm of dreams to that of reality, we can point right now to a program of improvements all set and ready to go. Diesel engines are being bought as fast as they can be turned out; streamlined passenger cars are on order by practically every major railroad in the country; centralized traffic control, a marvelous system whereby a single track can operate with most of the efficiency of a double track system, is rapidly being installed on the major railroads. I have already spoken of the item needed most of all; the 114 thousand freight cars now on order. They will be far better freight cars than those which they replace.

We are not pessimists in the railroad industry. If we were, we would not be in this business. We look across the Atlantic and see the British railroads about to pass into government ownership and operation the first of the year. That does not alarm us, but it gives us pause. It is a sobering thought to realize that after the first of the year the railroads of the United States and one railroad in Canada will be the only privately-owned and operated railroads in any major country on the face of the earth. Our country really doesn't want Government ownership of its railroads. A recent poll of public opinion showed a lesser percentage wanting Government ownership than any previous poll had ever shown.

Our railroads will survive the pressing problems with which we are now confronted if the Interstate Commerce Comm. deals promptly with this rate application in the statesmanlike way of which it is capable. The railroads will survive in private enterprise and go on to greater accomplishments than have yet been dreamed of, if they have the militant support of all who are really interested in better rail transportation, as is this audience here today.

Merchant Marine Fact-Finding

UNLESS a satisfactory governmental policy is adopted which will foster the re-development of domestic water transportation, the entire economy of the Pacific Coast faces slow strangulation, Charles L. Wheeler, director of the Shipowners Assn. of the Pacific Coast and executive vice president, Pope & Talbot, Inc., told the President's Advisory Committee on the Merchant Marine recently.

The committee, headed by K. T. Keller, president, the Chrysler Corp., heard Mr. Wheeler state that the strangulation of the Coast economy is now being felt in the Willamette Valley lumber industry. Mr. Wheeler took issue with the Maritime Commission's statement that it had done all it could to assist the ship lines to recover from the war. Specific recommendations made were: a revision of the government's ship-sale policy to permit valuation of government-owned vessels based on earning power, a construction differential subsidy for ships in domestic trade, a reduction of Panama Canal tolls.

Mr. Wheeler stated that in 1939 there were 150 vessels engaged in coastwise trade, and today there are none, and that 1946-7 intercoastal trade was only 39 percent of the prewar figure. Low cost water transportation will be needed when the upward trend in our economy reaches its peak, Mr. Wheeler asserted, and it is not now available. But the fact that an impartial fact-finding committee has been appointed by the President for the merchant marine is a favorable omen, he concluded.

AIR CARGO POTENTIAL—(Continued from Page 38)

in much the same way that they have purchased trucks to meet their particular needs. The price of aircraft will certainly not be prohibitive for some volume shippers, and if they have their own trucks to render pick-up and delivery service, it can be expected that some of these shippers will enter air transportation for their own account.

It must, therefore, be realized that whatever the air cargo potential may be it will not all go by common carriers, a fact which seems to have escaped the attention of many of the applicants in the air freight case. In estimating the probable potential of air cargo and in determining the number and kind of common carriers that will be necessary to meet those needs, the CAB must bear in mind the probability that common carriers will probably haul no more than half the total amount of air cargo that may move in the United States.

Moreover, if we are to have any volume of air cargo transportation at all, the potential, whatever it may be, can only be developed by an intensive campaign and educational program which will demonstrate to shippers the advantages and economies of shipping by air. To sell a shipper on air cargo often requires that he make substantial changes in his way of doing business. Perhaps he closes down a branch plant or eliminates a warehouse, but in any event it is a saving of this magnitude that will sell the volume shipper on air cargo so that he will be willing to pay a higher rate because of other savings he can thus make.

The real potential in air cargo seems to consist largely of bulk commodities carried in freight planes at comparatively low rates. Such bulk items as fresh fruits and vegetables, it is estimated, will constitute approximately 30

percent of the total air cargo traffic of selected commodities. To move volume by air takes planes built for the purpose. Many small package items can be moved through the baggage and mail doors into the cargo compartments of passenger planes, along with mail, baggage and air express, but real air cargo such as perishables in bulk, furniture, race horses, beef cattle, machinery, or even unpacked ladies' ready-to-wear could hardly be expected to move in such a manner. Of course, it is physically possible to move some bulk cargo in passenger planes by splitting it into sizes that fit into cargo compartments, but shippers do not want split deliveries and passengers are entitled to at least as good service as they are getting today without the ground delays and inconveniences that will be necessary for loading and unloading volume freight from the passenger plane.

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THE CO-OPS AND TAXATION—(Continued from Page 28)

return he gets in the form of patronage dividends. The irony of it is that he can get another tax benefit, too, when he sells his investments in the cooperatives at a loss.

In effect, the privileged tax status of the cooperative is tantamount to a monopoly privilege that goes untaxed. Neither are these monopoly profits taxed when they are passed on to the patron. One authority, a leading economist friendly to the cooperatives, Professor Stephen Enke of the University of California, says in an article addressed to professional economists:

"In terms of real economic cost there appear to be no general reasons for supposing that a cooperative is more efficient than a private distributor. If a consumer cooperative does charge lower prices than its approximate rivals, the cause is less likely to be differences in costs than a rare willingness to pass on potential monopoly profits."

To point up the tax inequity caused by the ability of the consumer cooperative and its patrons to escape taxation let us set forth a simple illustration. We will compare the cases of an individual, a partnership, a corporation and a consumer cooperative engaged in the same business at the same level. We shall assume the cooperative escaped taxation—via patronage dividends. This assumption is realistic, for the latest figures show that in 1944 earnings of these cooperatives were 8.25 million dollars, of which 8 million dollars was disbursed in real or paper patronage refunds. See the accompanying table.

In addition, the stockholders of the corporation will have to pay additional taxes of roughly ten

	Individual (2 Exemptions)	Partnership 2 Partners 2 Exemptions	Corporation	Cooperative
Net Income	\$102,000	\$102,000	\$102,000	\$102,000
Income Tax	64,800	50,958	40,800	None
Net Income after Taxes	\$ 37,200	\$ 51,042	\$ 61,200	\$102,000

Trucks to Serve Railroad?

At a hearing in Milwaukee recently, officials of the Chicago, Milwaukee, St. Paul & Pacific Railroad appealed to the Interstate Commerce Commission for permission to ship small l.c.l. loads in southeastern Wisconsin by truck in order to save several days in delivery. The truck service it was said, would be offered for shipments from Milwaukee to such cities as Plymouth, Portage, Horicon and several others in that area. Later a similar request is to be made to the ICC for permission to haul small shipments by truck from Milwaukee to Chicago and Beloit. Spokesmen for the road maintained that the proposed service was in the interests of the public convenience and necessity. Truck operators, however, are opposed to the idea, and it will probably be some time before the ICC decides the question.

thousand dollars upon distribution, depending on the brackets they are in. The cooperative escapes taxation merely by issuing \$102,000 in stock or long term bonds.

Reference to the accompanying table will readily show that the cooperative is in a favored spot. It can plow back its capital and grow rapidly compared to private

efficiency of the private competitor kept the cooperative in its place. That is, it had to be as efficient as its competitors to survive. But that no longer is the case. High income tax rates have given an insuperable handicap to the cooperatives.

The number of consumer cooperatives is growing rapidly, their membership multiplying by leaps and bounds. Their combined purchasing power gives rise to regional and district wholesale cooperatives which in turn begin to develop cooperatively owned producing and fabricating businesses. Vertical integration is becoming increasingly common. All these have the blessing of tax advantage so that they can and do crowd out competition of the most efficient producers.

In 1944 retail distributive and service associations alone did 568 million dollars worth of business—an all time high. Regional and district wholesale associations supplying them did a business of 155 million dollars more. Cooperative factories produced goods

The Trend of Retail Distributive Cooperatives

	Number of Organizations	Members (Tens of thousands)	Amount of Business (Millions of Dollars)
1929	1,114	18.6	\$ 49.0
1936	3,600	67.8	182.7
1939	3,700	92.3	211.7
1940	3,700	98.9	228.3
1941	3,950	116.9	345.2
1942	4,025	121.4	398.5
1943	4,150	135.9	466.8
1944	4,286	152.5	557.0

organizations and business. That is exactly what is happening.

Under the protective umbrella of freedom from income taxation the consumer cooperative can grow and expand at the expense of even its more efficient competitor. When

tax rates were low the competitive valued at 65 million dollars, twice the amount of the previous year.

The accompanying table shows the record of growth—not growth based on efficiency or low cost service—but a growth directly responsible in large measure to tax privilege. That privilege is doubly costly for it deprives the public of competition of more efficient producers, and it costs the Treasury huge loss in revenues not only from the cooperatives but from the competitors who might have been.

THE GWYNNE BILL—(Continued from Page 19)

torney General, with the approval of the President, consisting of 5 members. Four would be designated by the Attorney General with approval of the President, from among officers of the executive branch, with the consent of the Senate. The fifth must be a private practitioner, similarly designated, and representative of the legal profession.

Section 4 provides that no person shall practice, hold himself out as a practitioner, or in any other manner assume to practice before any agency without credentials or except as authorized under the act. *Practice as attorneys shall be governed by the standards of professional conduct generally applicable to members of the bar of courts.* Individuals admitted to practice shall conduct themselves in accordance with the similar requirements applicable to members of the judiciary.

Section 5 provides that credentials shall be given upon the production of evidence that the applicant is a member in good

standing of the highest court of any state, territory, possession, or the District of Columbia.

Section 6 provides that any agency, if it deems the action necessary in the public interest, may, under limitations set up by the law, certify to the Credentials Committee that the applicant possesses scientific training, experience, special competence, peculiar technical ability, *knowledge of legal requirements*, and other qualifications requisite for the adequate performance of the duties of a practitioner for the protection of clients and the attainment or preservation of their rights. The Credentials Committee shall thereupon require evidence that the applicant possesses knowledge of professional responsibilities as well as good moral character, repute and fitness; and upon satisfaction of these requirements, shall issue revocable credentials limited to the extent of practice duly certified by the agency concerned. On application, individuals subject to this section who

have been individually authorized to practice before any agency, have maintained such standing, are actively engaged in practice so permitted, and are so certified by the agency with a specification of the extent to which they have been qualified to practice, and have practiced, shall be given credentials enabling them to continue such practice. No agency, and nothing in the act, shall be deemed to permit any person to practice law in any place or render service save the authorized participation in agency proceedings by holders of credentials.

Section 7 provides disciplinary proceedings which provide variously for censure, suspension, and disbarment, the latter proceeding to be under the jurisdiction of the agency and the Credentials Committee, state or federal judicial disciplinary authorities, the District Court of the United States for the District of Columbia, or the district courts of the United States, or appropriate

(Continued on Page 64)

Pay-load percentage goes UP when maintenance cost is DOWN



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HANDLING MOTOR TRUCKS



EXISTING methods of loading and unloading freight from highway motor trucks fall into the two following categories: 1. Manual handling, and 2. efficient handling. In other words, when manpower is used for moving and handling motor truck loads, efficiency flies out the window. If the reader wants to verify this statement, let him (1) examine any one of the photographs on these pages, (2) note the specific task accomplished by each of the pictured materials handling devices, and (3) visualize the same picture *without* the materials handling equipment and *with* laborers loading or unloading the truck. The resultant mental image should serve to emphasize that manual handling is to a very large extent inefficient materials handling.

Using the method of mental substitution, the first photograph (Fig. 1) reveals many interesting facts. Instead of 800 refractory bricks shipped in easy-to-count unit loads of 100 to a pallet, we would see a truckload of brick-

Unit loads of bricks unloaded by fork truck. Steel strapping prevents shifting and insures safe handling.

Eiwell-Parker Electric Co.

Handling device on trailer unloads four crates of lift truck parts at once. Stringers eliminate need for pallets.

General Equipment Co.

Irregularly-shaped forged crankshaft loaded on metal skid is moved from shop to truck by lowlift platform truck.

Eiwell-Parker Electric Co.

SHIPMENTS

By BENJAMIN MELNITSKY
Special Correspondent

How do you do it—manually or mechanically? The use of materials handling equipment, as these photographs prove, not only simplifies loading and unloading operations but also results in important cost savings.

loaded flush to the floor of the trailer next to which would be standing a receiving clerk with finger extended laboriously counting each brick. Instead of a calm, cool, and collected fork truck operator unloading the truck in about five minutes, we would see four or more men bending and puffing and perspiring freely while doing a back-breaking job requiring at least an hour of hard and dirty work. In addition, the mental photograph might very well include on the ground and on the truck a considerable number of broken and shattered bricks, damaged during handling. The mental picture certainly would not be complete without a non-action shot of the truck driver dozing in the cab while waiting for the load to be cleared. And, as a final touch, the mental picture might also include an action shot of a heavy brick slipping from the pile and plummeting down towards the foot of one of the materials handlers. And, if desired, in the background of the mental picture can

be painted a few dollar signs with wings to signify money flying out of the company's pocket.

All in all, the mental picture would hardly be as pretty or as interesting as the actual photograph of materials handling equipment doing the job quickly, safely, and economically.

The same process of mental substitution can be applied to all the photographs on these pages, and the results would still be the same . . . the mental picture of manual handling will never be as satisfactory as the actual photograph of mechanized handling.

A final use for the method of mental substitution is a bit more difficult for it entails visualizing the receiving or shipping platform at the reader's plant. Here the mental process will often be a reverse one. Instead of substituting man power for mechanized power, many readers will do the exact reverse because loading and unloading motor trucks is in many instances not mechanized. In too

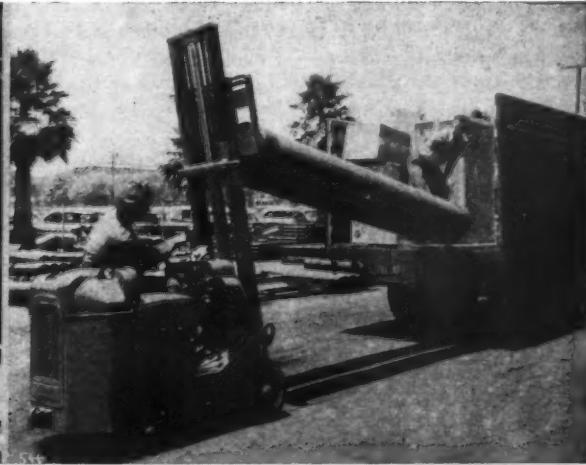
many plants is inefficient man-power still being used.

As can be seen from the photographs on these pages, efficient materials handling of motor truck shipments is not limited to just a few types of commodities . . . actually, almost any type of material or parts from the crankshaft in Fig. 3 to the bottles of ketchup in Fig. 4, can, and is, being handled efficiently by materials-handling equipment. There are in reality few situations where the advantages of materials handling devices in loading and unloading motor truck shipments can not be realized by the average plant. The accompanying photographs serve to illustrate another important point; namely, efficient materials handling of motor truck freight is always a bilateral matter. *First*, materials must be shipped on pallets, skids, dunnage, or in some other way prepared for subsequent handling by mechanized equipment. Only when this is accomplished can the *second* factor, the equipment itself, come into play.

Fork lifts removing pallet loads from both sides of truck.
Electric Industrial Truck Assn.



Unusual application of fork truck for unloading pipe.
Towmotor Corp.



THE GWINNE BILL—(Continued from Page 61)

State Courts.

Section 8 provides that violations of the act may be punished by a fine of not more than \$10,000, or imprisonment of a year, or both. All statutory provisions, rules, or applications in conflict with the proposed act would be repealed.

Congressman Gwynne, before coming to Congress, was a judge in Iowa, and immediately before his first term in Congress was prosecuting attorney of Black Hawk County. Judge Gwynne has been careful to avoid any extended discussion of his bill. In the only public utterance on record he explained that the proposed law was offered to Congress for consideration because the Administrative Procedure Act does not determine who may practice. He pointed out that every state prescribes who may practice before its tribunals, while Congress has so far left the matter of practice before agencies largely under the control of the specific agency itself. He said the American Bar Assn. has made an extensive study of the subject, and that the bill was the result of the study, thus implying that the bill was written by the association. The congressman emphasized that it is the intention of the House Committee on the Judiciary to afford ample opportunity for all parties at interest to appear at the prospective hearings and explained their positions in detail.

John D. Randall, Chairman of the Standing Committee on Unauthorized Practice of the Law, of the American Bar Assn., is engaged in the practice of law at Cedar Rapids. He is also Chairman of the Committee on Unauthorized Practice of Law of the Iowa State Bar Assn. He is generally credited with the authorship of the bill. In a recent statement he points out there has arisen a system in federal government whereby administrative agencies admit to practice before them people who are not licensed lawyers, thus doing what even the federal courts have not attempted to do. "An anomaly has thereby

resulted," declared Mr. Randall, "in which courts, the traditional guardians of the law, recognize one class of practitioners while administrative agencies often recognize two, or do business with all comers, regardless of qualifications or requirements."

He says H. R. 2657 does not attempt to abolish the anomaly, but seeks to alleviate some aggravations. One of them is what he deems the discrimination in such practices against lawyers in favor of the non-lawyers who are not bound by the ethical requirements which place restrictions on lawyers. But the main reason for the proposed law is that no person should be allowed to hold himself out as a professional unless he has met the requirements of the profession. As Mr. Randall sees the proposed law, it does only three things: it prohibits any one from holding himself as an administrative practitioner unless he holds the necessary license in the form of credentials; it provides credentials should be issued to either lawyers or non-lawyers; and it sets up a system of disciplinary action.

The viewpoint of the opposition is most clearly set forth by the late Elmer A. Smith, who was chairman of the Special Committee of the Association of ICC Practitioners. He said: "The bill is aimed and directed fundamentally against the non-lawyer members of this association, who have been licensed by the ICC to appear before it. The bill, in substance, deprives the ICC of the duty and responsibility of prescribing the qualifications of those who appear before it. It would apparently give the American Bar Assn. the uncontrolled and unfettered right to determine for the ICC who may appear before it and what their qualifications must be. The bill, if passed, would, of course, mean a crippling if not the eventual destruction of this organization. The whole purpose of the bill, so we are authoritatively informed, is to insure that there shall be no more appearances by registered practitioners

who are not lawyers, after the retirement or death of non-lawyer practitioners who now, under the Commission's Rules of Practice, have the right to appear before it.

"Mr. Clyde B. Aitchison, chairman of the ICC, in an address on October 29, 1936, said: 'The commission has always received material aid from any men of fine character and attainments, who, while lacking formal education in law, and therefore not privileged to appear in court, have become thoroughly grounded in the law administered by the commission. Numerous persons in this class were known to be fully qualified to appear as the representatives of others. There could be no question but that such persons would be highly desirable members of the commission's bar.'

"To say that in each and every case, irrespective of the importance of the case, of its character, of the question involved, no one but a lawyer may appear in a representative capacity is plainly to shut the commission off from the help and aid it has received over a period of sixty years from persons, who through long years of intensive study and work, have acquired a familiarity with the technical subjects of rates, discrimination, preference, tariffs, traffic, and transportation conditions that has enabled them to make a very real and substantial contribution to the administration of the Interstate Commerce Act.

"Furthermore, if appearances before the commission are now or in the future to be confined to lawyers alone, the inevitable result will be to deprive parties in many cases of the opportunity of having those cases presented to the commission, a body appointed by Congress to hear and determine all cases, irrespective of importance and the amount involved. A small case, involving a rate of minor importance, may be just as vital to the small shipper as a case involving the whole rate structure of commodity may be to a large shipper.

"Section 2, which defines 'practice,' leaves very doubtful whether

a traffic manager of a corporation or other organization is competent within the meaning of the proposed law to appear in a rate case for his principal. Section 6, we are authoritatively told, is intended to give what may be said to be 'grandfather clause rights' to nonlawyer practitioners who are now members of the commission's bar, and to permit them to continue to appear before the commission until their retirement or death. But, we are also told, the whole purpose of the bill is to prevent nonlawyers, who are not now authorized by the commission to appear before it, from appearing before it in the future.

"This bill, in reality, would forbid nonlawyers to practice in all cases where the Interstate Commerce Act requires hearings to be held. Its obscurity may not be intended to accomplish this purpose, but it would do exactly that. The act, of course, requires hearings to be held in various types of cases, including rate cases. Nonlawyers would not be able to appear in rate cases, or in a large number of cases in which hearings are required. Serious doubt has arisen, despite the 'grandfather clause,' whether a nonlawyer now authorized to practice could appear before the commission if the bill becomes law.

"The bill makes no provision for either the lawyer or the nonlawyer whose appearance is a casual one, and who does not make a regular business of appearing before the commission. The bill, for instance, would prohibit the appearance of a representative of a farm bureau or a local farm organization in a case involving abandonment of a branch line railroad.

"The bill sets up a Credentials Committee. An administrative institution such as the ICC would not have a single representative on this five-man committee. This is a direct trespass upon the liberty and initiative of the administrative agency most directly concerned. The bill was drafted without consultation with the ICC, or with members of its staff. The bill wholly fails to give any recognition to the public interest.

"Section 6, in the last sentence, is a plain invitation to local bar associations to renew the campaign against nonlawyer practitioners before the ICC. A nonlawyer would not be permitted to give any advice in his office respecting a technical problem of tariff interpretation, or routes or routing, or conflict of rates, matters which a lawyer in general practice is not, as a rule, qualified by experience to handle.

"There is grave doubt whether the lawyers who are pushing this bill have any real knowledge of the Interstate Commerce Act, of the kind of cases that arise under the act, of the administration of the act by the commission, or practice or procedure before the commission.

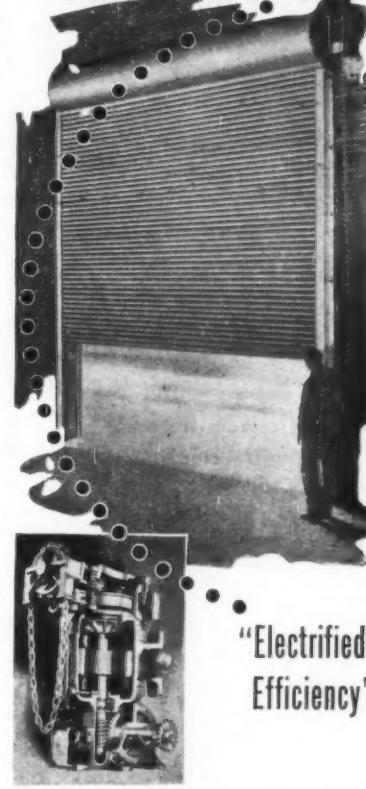
It has been suggested that the American Bar Assn. is sincere in its protestations that it does not desire to shut nonlawyers away from ICC practice. Presuming the A.B.A. is sincere, it has been suggested further that it could easily settle the present rather troublesome muddle, and prevent tedious and prolonged hearings before the Judiciary Committees of Congress, by getting together with the I. C. C. P. A. and re-drafting the Gwynne bill so that it will eliminate what the nonlawyers do not want, and what the lawyers say they do not mean.

This Month's Cover

This month's cover is a representation of a door. In it our artist has attempted to graphically portray the intent of this month's issue . . . that it serve as a door to increased realization on the part of top management of the vital role industrial traffic management plays in distribution. Industrial traffic management, as even a cursory examination of the editorial content of this issue will reveal, must function at every stage of distribution to control overall cost. If this overall cost is to be reduced, the functions of traffic management must be coordinated and integrated with all other functional activities, including transportation, handling, packing and packaging, finance and insurance, warehousing and service and maintenance.

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VERIFICATION OF TRAFFIC FUNCTIONS

AN AUDIT PROGRAM

- 1 . . . General survey of traffic activities and relative data.
- 2 . . . Specific survey of traffic statistics to be developed.
- 3 . . . Internal check.
- 4 . . . Specific applications of audit procedure.

Transportation and traffic problems are so important that progressive management will want the assurance that the traffic department is an effective watchdog over costs.

By DAVID J. MENGES

Chief Accountant
The McKay Co.

WHEN we consider the substantial effect of transportation charges upon production costs, and subsequently upon selling price and profit, the value of an efficient traffic department becomes evident. Many products become noncompetitive solely because of freight differences between business areas. As transportation has been a major factor in our national development, so transportation costs have been of major importance in our national economy.

Likewise, the traffic and transportation problems of a company assume such importance that progressive management will want the assurance that its own traffic department is an effective watchdog over the rates charged by carriers; that shipments are sent over the cheapest and best routes; that transportation equipment pur-

chased is the most suitable and economical; that rate advantages are assured by proper representation to regulatory bodies, and that all other duties of the traffic department are being satisfactorily handled. The internal audit staff is best equipped to give management this assurance. The audit program may be considered from four points of view:

1. A general survey of traffic activities and relative data required.
2. A specific survey of traffic statistics to be developed.
3. Internal check.
4. Specific applications of audit procedure.

In checking the accuracy, availability, and completeness of traffic data, permitting effective planning and control of traffic activities, the auditor should bear in mind that the primary objects of the traffic department are the lowest feasible cost of transporting inbound and outbound materials, and the equitable distribution of the company's

traffic among competing carriers. The auditor will find that in the well-planned traffic department, activities fall under the three broad categories of transportation engineering, which is the operation phase, rate policy, and routing or traffic control.

Transportation engineering is concerned with low cost transportation which involves the following:

1. Selection of type of carrier for each movement.
2. Scheduling of inbound, outbound, and interplant movements in accordance with operating schedules.
3. Arranging for proper types of transportation and handling equipment.
4. Securing adequate supply of transportation equipment.
5. Control and processing of claim and demurrage matters.

The auditor should review the adequacy of procedures set up to accomplish these duties. This review primarily will cover rate and

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cost data, which are prerequisites for good transportation engineering. The rate data will be maintained in the rate bureaus of the traffic department, while readily available cost information will be supplied by the accounting department. Pattern and movement data are second in importance. These should show the pattern and volume of all movements and should be readily available, some from accounting department records, such as market raw material and interplant shipment data. Miscellaneous transportation cost data should also be available and regular reports are necessary for such items as demurrage and claims. Finally, operations data showing sales, operations, raw materials, etc., should be maintained by the accounting department for the traffic department. The auditor will realize the importance of this, since choice between types of carriers with different rates is largely dependent upon the volume and pattern of the movements involved.

Rate policy also is concerned with the achievement of low costs by obtaining proper rates, ratings, and charges in carrier tariffs. The procedures and personnel should be surveyed to see that these conditions are being accomplished. Statistical data is required for analysis of the rate structure and for presentation in rate actions before carrier bureaus and regulatory commissions. The pattern of traffic movement determined by transportation engineering is necessary for ascertaining the extent of the over-all interest of the company's plants in rate matters. Also, data regarding such transportation characteristics as average loading loss, damage claims, and length of haul are necessary both for review and presentation. This whole rate picture should be reviewed by the auditor.

The auditor should ascertain that adequate statistics are being prepared for the traffic control program. The establishment and maintenance of proper participation in company traffic among competing carriers is determined only after regard to a number of tangible and intangible factors. The data must be in sufficient detail to permit of combination into a

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variety of summaries. Since the problem is a continuing one the data must be reported and analyzed at frequent intervals and should accomplish three purposes.

First, for policy determination, the data should insure the availability and accuracy of information for each carrier, showing participation of each carrier in company routings, proportion of the carrier's traffic represented by company traffic, relative positions of the carrier as a customer with regard to its proportion of company's total sales, and the proportion of the carrier's total purchases. Second, for judgment of performance, data showing participation of each carrier should be prepared monthly, and relative accessibility of each carrier to the company's traffic, due to shifts in market and production conditions, should be indicated by data as to products and geographical breakdowns. Finally, for application or coordinating control, data should be available permitting the use of forecasted operating information.

AUDIT SURVEY OF TRAFFIC STATISTICS. The auditor should review the traffic statistics program to see that it adequately comprehends the compilation of data pertaining to inbound and outbound freight movements, data pertaining to other traffic activities, and data concerning the carriers and their traffic. In the traffic statistics program, the auditor should bear in mind the function of the accounting department, in collaboration with the traffic department. This function may be outlined as the collecting, compiling, and analyzing of traffic statistics as stated above; and the furnishing of adequate data pertaining to company operating and market conditions for traffic management; and furnishing, for other management responsibilities, adequate traffic statistics as contemplated above.

The auditor should be satisfied that traffic statistics are being developed and used at the minimum cost commensurate with the results required. He should ascertain that the accounting department is familiar with any statis-

tical information maintained for internal use in the traffic department. It should be determined that the methods and procedures used in compiling the traffic statistics are sufficiently flexible so that additional information regarding freight movements can be obtained by periodic or special surveys without disruption of established routine. In this connection, it should be remembered that requests for special surveys of data not comprehended in the traffic statistics program should be confined, in so far as possible, to information on a current basis.

The auditor should review all regular traffic statistics reports. All reports should be accompanied by a brief analysis by the accounting department, explaining major deviations from previous or normal conditions. If possible, these should be in the form of footnotes to the reports. It should also be the responsibility of the accounting department to maintain for the traffic department an operations note book. This should contain, for the various operating and sales phases of the company activities, statistics mutually determined to be of general or specific value to traffic management. The auditor should be alert to offer constructive suggestions concerning this notebook.

INTERNAL CHECK OF OUTGOING AND INCOMING FREIGHT. If freight is prepaid for customers, the auditor should see to it that definite procedure has been set up to insure recovery. The freight may be added to the amount of the invoices when the goods are billed or the buyer may reimburse the seller at a later date. Prepayment of freight may be a matter of general policy applicable to all shipments or it may apply to certain shipments only. In either case, the auditor should assure himself that a record is made promptly of all freight prepaid. Inquiries into the procedures in the sales department, traffic department, shipping room, and billing department should furnish adequate information on this point. These procedures may provide, for example, that copies of all ship-

ping orders be forwarded to the traffic department for computation of the freight to be added to the invoice or preparation of the debit memorandum in respect thereof before the shipping orders are forwarded to the billing department; that the numerical sequence of the debit memoranda be accounted for in the general accounting department; and that a check be made in the general accounting department; to see that debit memoranda have been prepared for such freight as may not have been added to the sales invoices. The preparation and recording of debit memoranda in respect of freight recoverable from customers should not be delegated to an employee connected with the handling and recording of cash.

The auditor should satisfy himself that a definite procedure is followed to insure that credits or deductions by customers for freight paid by them are proper. The credits should be passed upon only by employees qualified to pass upon their propriety. The propriety of the freight allowance should be passed upon by the department having the authority to make arrangements with customers regarding settlement of transportation charges, while the approval of the credit or deduction should be obtained from employees familiar with freight rates and tariffs.

If raw materials are processed in transit, control is exercised to insure that credit is obtained for freight "drawbacks." The procedure surrounding these usually involves the filing of claims against the carrier and settlement is generally effected by deductions from other freight payments rather than in cash. The filing of such claims should be delegated to an employee thoroughly familiar with freight rates and tariffs, and the procedure should be such as to insure the proper accounting of incoming freight bills and their subsequent application to claims filed. Some companies maintain separate subsidiary records in which freight bills on intermediate shipments are entered when received, and these

(Continued on Page 72)

BRITAIN'S PLIGHT

(Continued from Page 41)

American mills, in "assembly-line" technique, produce similar qualities in large measure. The States sacrifice some quality workmanship for quantity and speed and resultant low cost. The mission found that in America automatic looms cover 95 percent of the industry, while in Britain they cover only 5 percent.

The mission's recommendation that "reorganization in the cotton industry is essential if this country is to maintain its position as an important exporter of textiles" is applicable to other British industries as well. It is evident that both scientific methods of production and efficient machines are necessary to increase the British output of goods available for export, and thus ease her desperate economic situation.

That British industry suffers in the distribution as well as the production section of the economy, and that more efficient distribution would help her problem is evidenced in this recommendation from the report:

"The vital requirement in the British cotton industry is a modification of the methods of distribution which will have due regard for the conditions necessary for economic production and labor employment."

In another of England's great basic industries, coal, the *British Information Services* for July, 1947, point out that 697,000 miners produced 189,000,000 long tons of coal in 1946, or about 270 tons per man. In the U. S. in the same year, about 490,000 miners produced 594,000,000 long tons, or about 1,080 tons per man. Of course, part of this difficulty may be attributed to more difficult mining conditions in England, but certainly a good deal of it is due to the fact that American mines are mechanized to a greater extent than the British.

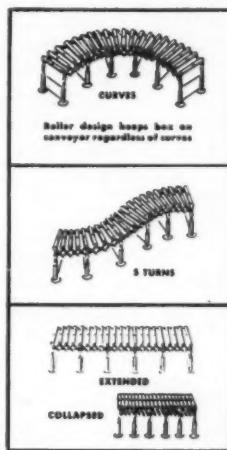
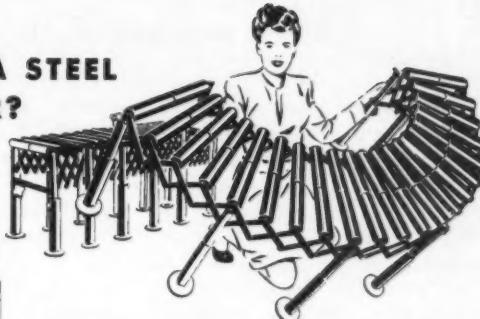
Britain's Transport Bill provides for the taking over by the government on Jan. 1, 1948, of all railways, canals, highway transport and auxiliary transportation

(Continued on Page 119)

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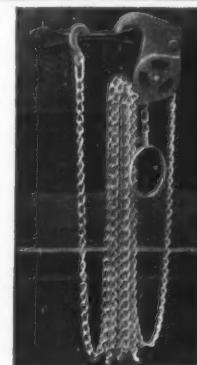
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In the new warehouses goods are placed in sections which are marked with the time of shipment, for example, 7:30 a.m. or 5 p.m. Merchandise also is segregated according to mode of transportation to be used. Shipments to be forwarded by motor freight are in appropriately marked sections; that intended for rail shipment is also in appropriately marked sections.

The company utilizes specially designed racks for metal plumbing pipes. Much handling is obviated by segregating this merchandise according to size, length and type.

Distribution of the company's products is facilitated by the use of colored labels indicative of the point from which the merchandise is to be shipped. Blue labels are placed on packages containing merchandise carried in the main store which is to be delivered to the annex and matched with goods carried in stock there. All merchandise with blue labels is shipped to the customer direct from the annex.

Orange colored labels are used on orders which involve matching merchandise from the annex with merchandise ordered by the same customer and carried in one of the main store departments. These orders are shipped to the customer from the main store. The same parcel post label is used in both buildings and parcel post shipments from the annex are delivered to the main store via a shuttle truck which also carries freight and other merchandise bearing orange labels. The use of different colored labels prevents confusion and results in a saving of time.

In order to promote greater speed and efficiency in operation, the U. S. Government Post Office has a branch located on the first floor of the main store. Here merchandise is sorted and put in mail sacks for delivery to the Post Office Terminal for rail shipment.

The company makes use of an emergency bill of lading (Fig. 6) which has proved valuable in re-

ducing complaints, trouble and errors. This form is sent directly to the correspondence department for ready reference as soon as goods are shipped from the annex. It carries a notation on the third line of the upper left hand corner, reading as follows: "This memorandum is an acknowledgment that a Bill of Lading has been issued and is not the original bill of lading, nor a copy or a duplicate, covering the property named herein, and is intended solely for filing or record."

The value of this form from the standpoint of shipping and packing room efficiency lies in the fact that it gives the company using it a constant double check on its

provides for joint signing by the company and carrier agents that goods accepted by carriers for shipment have been delivered in good condition. Where there is evidence of poor condition or improper packing, the carrier must so indicate on the bill of lading.

"We have many problems in our packing room today," said Mr. MacKenzie. "We have spent a number of years developing the best methods of packing merchandise for either freight or parcel post delivery. All packers are given a special training in this work so as to assure the customer that he will receive his merchandise in the best possible condition.

"One thing that we are very particular about is that fragile goods that require careful attention must be handled separately and not be enclosed in mail bags.

"We are not only suffering from a shortage of motor trucks and railroad cars, but a scarcity of packing material as well. In order to overcome these obstacles, we have made special time and methods studies. As a result, we usually have been able to render 24-hour service. We have found that some articles such as small rugs require only a small amount of packing, while others such as furniture may have to be air cell packed and provided with air cushions. The capable executive must know when to conserve material and when to give a shipment an extremely careful packing. In order to maintain an economical and efficient operation, one must use good judgment. Otherwise costs of shipping will be too high to enable the company to make a profit."

Sears, Roebuck & Co. officials believe that the new annex approaches the ideal in the realm of buildings of its kind. It eliminates waste motion; handles goods with a minimum of delay; provides for the shipment of goods at a minimum cost to the company as well as the consignee and ensures satisfaction to the most important person of all—the customer.

"Gaircote"

"Gaircote" is a new special coated board for folding cartons, made by Robert Gair Co., Inc. The new board bridges the gap between white patent coated and brush coated boards. Gaircote is superior to patent coated board, and much faster than brush coated, and has better reproduction qualities.

merchandise as it passes from one section and division of the company to another. Goods moving from one division to another are sometimes delayed. During this interim the emergency bill of lading becomes very advantageous, as it enables the company to obtain more accurate and prompt information about the whereabouts and time of arrival of goods. This form is particularly helpful when the company has mixed shipments made up of goods that are sent in part by freight and in part by parcel post. It also helps prevent errors and aids in forestalling complaints; altogether it has proved a worthwhile solution of a large number of problems which arise when a heterogeneous assortment of goods must be disentangled with maximum speed.

In order to prevent claims, a rule has been established which

DON'T TALK SHOP

(Continued from Page 51)

should be under my control," claimed Fowler.

"Wait, gentlemen," interposed McCormack. "You will arrange to have the traffic department report to an official, or you must discard any thought of obtaining a real increase in efficiency with maximum reduction in costs."

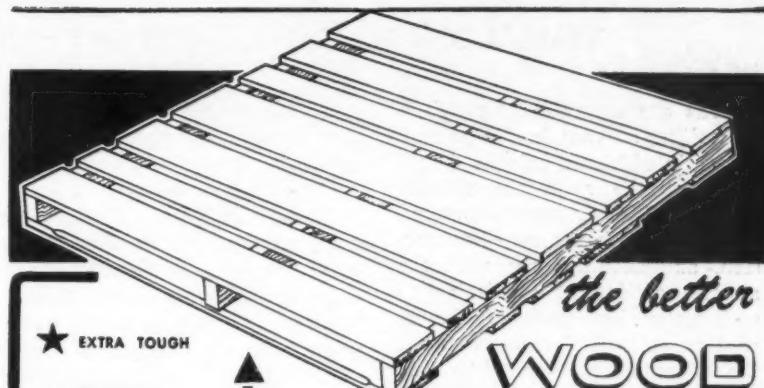
Van Buren's face flushed. Fowler's eyes flashed as he said, "McCormack, don't be arbitrary. Why shouldn't the traffic department be assigned to purchasing, or any other department we may select?"

McCormack calmly explained: "I'm not being obstinate. Furthermore, I'm not just giving my personal opinion. Many authorities have shown that a traffic department should report to an executive officer. As an example, allow me to quote from a booklet 'The Industrial Traffic Manager,' issued by the Policyholders' Service Bureau of the Metropolitan Life Insurance Co.

"The traffic manager . . . of a general traffic department should report to an executive officer. The reason for this is that a properly organized traffic department serves the accounting, purchasing, sales, manufacturing and constructive divisions. If it reported to any one of these divisions there is a likelihood of conflict due to differences of opinion which may exist between the heads of such divisions. This would result in the inability of the traffic department to function for each division in an unbiased and whole hearted way."

"That's sound advice," cried Porter. "I concede that most of the traffic requirements of the sales department are not the same as those of the purchasing or production departments."

Porter's viewpoint was finally approved. Then Van Buren smilingly spoke: "McCormack, start in on your job of installing a traffic department for us. Henceforth, you will report directly to the president of this company. Does that meet the specifications?"



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VERIFICATION OF TRAFFIC FUNCTIONS—(Continued from Page 68)

records are controlled through a controlling account in the general ledger, in which the balance should represent the aggregate amount of freight bills or materials stored in transit, or in process of conversion, and should agree with the amount of freight applicable to such material contained in the inventory. Any differences between the aggregate amount of freight bills applicable to the inventory and the balance in the controlling account as to the inventory date should be carefully investigated.

Adequate procedure should be set up to insure recovery of freight paid on purchases shipped "freight allowed." In general, the procedures of companies making purchases on a "freight allowed" basis should provide for the preparation of a debit memorandum to the vendor for the amount of such freight, and the recording thereof on the general books before the vendor's invoice is approved for payment; and the examination of the documents supporting the relative disbursement checks should include the examination of satisfactory evidence that this procedure has been carried out. The evidence may consist of a debit memorandum, the amount of which may be deducted from the invoice being paid or from invoices subject to payment at a later date. The amount of the debit memorandum should be determined or checked by an employee familiar with the terms of the purchase, freight rates, etc.

APPLICATION OF AUDIT PROCEDURE. Application of audit procedure to the traffic function in any large or medium sized company will be governed by the extent of its responsibilities, which may comprise the hiring of truckers, the renting of railroad cars, the chartering of vessels, barges, or busses, the purchase of Pullman space and railroad tickets for the use of company personnel, the control of demurrage expense, the insuring of outbound shipments, and the entering of damage claims. Careful analysis and study of all of these subjects are required and the actual procedure followed by

the auditor in each case will depend upon the circumstances present. However, the following will serve as a general outline.

RATES AND TARIFFS. Tariffs vary with the class of transportation used whether waterborne, freight, express, truck, or a combination of two or more of these. They vary, in hundredweight rates, with the size of the load, the route used, and the classification of the shipment.

Since these matters are specialized subjects, the auditor's first step is to determine whether an established procedure for checking rates is in existence; to see that the personnel charged with the responsibilities are capable of the task, and that the department has the tools to do the job, such as the published tariffs of railroad and trucking associations. It should be determined whether the department is merely a checking station or is a prime mover specifying the actual routing of the material, expediting shipments, etc. There is a world of difference in the benefits derived from these two approaches. Often special tariffs apply to many raw materials and semifinished goods that are fabricated at a point other than their point of origin and subsequently reshipped to the consumer. These are known as fabrication-in-transit rates, or more commonly, as "f.i.t." One example is telegraph poles shipped from the logging camp at, say, a point in southern Alabama to a creosoting plant in Macon, Georgia, thence to a customer in Jacksonville. That would constitute considerable back-tracking and an f.i.t. rate consisting of the straight freight from southern Alabama to Jacksonville, plus a small charge for the stopover at Macon, would be substantially less than the aggregate of the three-point routing via straight freight.

The possibilities of some of the company's products being subject to f.i.t. rates should be fully explored. Where l.c.l. shipments are being made, the possibility of grouping and shipping carload lots should also be investigated.

Under certain conditions, some carriers offer free pick-up and delivery to or from the carriers' freight depots on l.c.l. shipments. It should be determined whether these are being used. Where this service is being received, consideration should be given to whether delays and resultant customer dissatisfaction outweigh its advantages. Where for this reason the free pick-up is waived, claims should be on file against the carrier for the pick-up allowance controlled through charges to accounts receivable records.

Although these are highly specialized matters, the auditor can acquaint himself sufficiently with the principles involved to determine whether they are being adequately considered by the traffic department. A number of representative shipments should be selected by the auditor and the rates compared with the published tariffs. He should also test the knowledge of rate clerks with rates on several commodities over familiar and unfamiliar routes. Since the transportation tax on coal is applied to the tonnage without regard to the distance of the movement, any reshipments of this material should be checked to determine that on the subsequent shipment the tax was not reassessed.

It should be established whether the regular line audit of freight bills is comprehensive enough to prevent duplicate or other incorrect payments. The cross-referencing of freight bills to customer billings and vendor's invoices is a simple control procedure. Unless there are other considerations to the contrary, all outbound shipments should be made collect, thus reducing the investment in accounts receivable.

DEMURRAGE. Demurrage is a penalty charged by the railroad when cars are detained for either loading or unloading beyond a stipulated time—usually forty-eight hours. More often, demurrage charges are the result of poor planning on the part of the com-

(Continued on Page 79)

SANTA FE MODERNIZATION—(Continued from Page 31)

done with the old pick or tamping bar, but it is difficult indeed to build a complete tamping unit equipped with its own engine and light enough to be handled by one man. We have expended many thousands of dollars in this effort and the work continues. We hope to master this perplexing problem and, if we do, we think we can save hundreds of thousands of dollars per year in the maintenance of our railroad, and at the same time bring about an improvement in its riding qualities.

Santa Fe track work during the past two years and at the present time, in addition to normal maintenance, has been geared to producing a better railroad. Rail



Fred G. Gurley, president and chairman of the executive committee of the Santa Fe System, is one of the youngest men ever to succeed to the presidency of a Class I system. Only 55 when he took over, he entered service as a clerk on the Burlington in 1906. He is a pioneer in the development of modern motive power equipment and an enthusiastic Diesel fan.

on the Santa Fe has reached a standard of 132 lb. Previously the steel rail was 110 and 112 lb. New ties which are being inserted are longer by one foot than those previously used. Nine ft. long, the new ties tend to spread the weight better than the shorter ones did.

Extension and re-location of existing sidings and passings tracks at many different locations have been accomplished and many more are planned. Centralized traffic control on a single track railroad increases the capacity of the track 50 percent or more. On July 1, 1947, we had in operation 673.1 miles of centralized traffic control. Construction work has

started and more materials have been ordered for control from Newton to Mulvane, Kan. Plans are made and material is ordered to make this same installation between Canyon and Texico, Tex., located on the third district of the Plains Division.

Santa Fe freight trains via transcontinental routes are handled with Diesel-electric power from Argentine, Kan., (Kansas City) to Barstow, Calif., routing through Emporia, Wellington, Amarillo, and Belen, N. M., a distance of 1,620 miles, the longest single freight locomotive run in the world. These trans are made up at Kansas City, consisting of solid trains for California destinations, thereby eliminating intermediate terminal service except for the changing of locomotive and train crews. All perishable traffic originating in California and Arizona is handled eastbound via the same route. Schedules between Chicago and Los Angeles and San Francisco were reduced from eighth to seventh morning delivery a few months ago and those between Chicago and Galveston, and Chicago and Denver, from fourth to third morning. This results in one day saved to shippers and receivers of freight.

Marked progress has been made in the handling of perishable goods. Faster train schedules and improved methods of refrigeration and handling, as well as cooperation of shippers and receivers in loading and unloading, have aided in this progress.

And, while on the important subject of refrigeration, we are exploring the possibilities of a refrigerator car equipped with an independent mechanical refrigerating unit which, if successful, would replace the use of ice in refrigerating perishable products. There are many technical problems involved, but the big question is, can such a refrigerating system economically be made available to shippers. We are still conducting pilot studies.

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It's January 12-16, 1948, for the Second
National Materials Handling Exposition in
Cleveland, now one of the top fifteen
shows in the country.

THE National Materials Handling Exposition, to be held in Public Auditorium, Cleveland, Jan. 12-16, 1948, is now said to be among the top fifteen industrial shows in the nation. 154 exhibitors, 60 percent more than last year, have already contracted for almost 200,000 sq. ft. of space, three times last year's area. The show will run for five days instead of four, and will include a Materials Handling Conference, held concurrently with the exposition, and a Materials Handling Theatre, where films on handling will be shown. Many more than the 12,000 visitors to last year's show are expected this year.

All available space has been sold, it is said, and requests from additional exhibitors may necessitate the opening of new areas.

Exhibitors to date are as follows:

EXHIBITOR	BOOTH NUMBERS
Acme Pallet Co.	339
Acme Steel Co.	502
Addison-Sammes Corp.	528
Aeroquip Corp.	525
American Engineering Co.	432, 433
American Pulley Co., The	437
Anthony Co.	4
Arkansas Pallet Corp.	530
Association of Lift Trucks & Portable Elevators	101
Atlantic Distributors, Inc.	514
Automatic Transportation Co.	404, 405, 406, and 416, 417, 418
Automotive Rubber Co.	514
Baker-Raulang Co., The	302, 303
Bal Corp., William	535
Barber-Greene Co.	520, 521, 522
Bartlett-Cravens Co.	322, 334, 335
Bassick Co., The	118, 119
Bearing & Transmission Co.	316
Better Packages, Inc.	519
Brainard Steel Div., Sharon Steel Corp.	424
Brummeler Steel Products Corp.	436
Buda Co., The	209
Buschman Co., Inc., The E. W.	403
C & C Battery Co.	7
Caster & Floor Truck Manufacturers' Assn.	102
Chisholm-Moore Hoist Corp.	526
Clark Tractor	407, 408, 409, and 419, 420, 421
Cleveland Wire Spring Co., The	505
Coffing Hoist Co.	204
Colson Corp., The	411

Conco Engineering Works	503
Conover-Mast Corp.	310
Conveyor Repair Service, Inc.	511
Crescent Truck Co.	301
Dempster Brothers, Inc.	306
Distribution Age	516
Divine Brothers Co., Inc.	11
Drake, Startzman, Sheahan, Barclay, Inc.	512
Economy Engineering Co.	121
Edison, Inc., Thos.	434
Electric Industrial Truck Assn., The	108
Electric Products Co., The	501
Electric Storage Battery Co., The	115
Elizabeth Iron Works	123
Elwell Parker Electric Co.	426, 430
Equipment Manufacturing Inc.	13
Fab-Weld Corp.	329
Factory Management & Maintenance	207
Fairbanks Co., The	201
Faultless Caster Corp.	208
Ferguson Co., Inc., Harry J.	6
Flow	5
General Box Co.	8, 9
General Electric Co.	337
Geneva Metal Wheel Co., The	205
Gerrard & Co., A. J.	114
Gerrard Steel Strapping Co.	104
Globe Hoist Co.	124
Gould Storage Battery Corp.	309
Greer Co., J. W.	113
Harnischfeger Corp.	3
Hebard & Co., W. F.	616
Hertner Electric Co., The	506
Hooper Co., J. R.	326, 338
Hough Co., The Frank G.	304
Hyster Co.	319, 331
Industrial Pallet Co., Inc.	540
Industrial Washing Machine Corp.	533
Inslay Manufacturing Corp.	314
Ironbound Box & Lumber Co.	311
Island Equipment Corp.	618, 619, 620
Joyce-Cridland Co., The	543-B, 544
Keen Manufacturing Corp.	532
King Sales Equipment Co.	534
Lanham Co., The	12
Lawrence Pallet Exchange	529
Lewis Co., G. B.	545
Lewis Shepard Products, Inc.	612
Lyon-Raymond Corp.	328
Magnesium Co. of America	410
Mansaver Industries, Inc.	513
Marsh Stencil Machine Co.	103
Material Handling & Power Transmission	313
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Books and Catalogs

A READING LIST ON BUSINESS ADMINISTRATION, 59-p., fifth revision, designed for the use of those who wish to accumulate books for study and reference and for concerns which desire to establish small libraries for staff use. The main sections of the List include the business system and economic policies, foreign trade, marketing, finance, accounting, business statistics and research, business law, administration of business, industrial relations and personnel management. Each section is subdivided and each book is described concisely and its relation to other books in the field is emphasized. 50c. Tuck School, Hanover, N. H.

MANUAL ON RECEIVING DEPARTMENT OPERATIONS, edited by Leonard Mongeon, 366-p. text, written especially for department stores, variety stores and women's specialty stores; pertains to all types of retailing. \$6 to members and ineligible non-members, \$10 to eligible non-members, Traffic Group, National Retail Dry Goods Assn., 100 W. 31 St., N. Y. C. I.

MODERN PACKAGING ENCYCLOPEDIA, 700-p. (approx.) reference book, covering all phases of packaging, including a buyers' guide. \$6.50 (Canada \$9; Foreign \$11). Packaging Catalog Corp., 122 E. 42 St., N. Y. C. 17.

LIFT TRUCK AND TRACTOR GUIDE, 28-p. illus. pocket size booklet, simplifying selection of correct equipment for handling jobs. Towmotor Corp., 1226 E. 152 St., Cleveland 10.

LOOKING BEYOND THE PRICE TAG, 12-p. illus. pamphlet, stressing the importance of interpreting the value of storage battery-powered industrial trucks, storage batteries and battery charging equipment in terms of dependability, handling speed, low operating cost, safety for workers and freedom from noise, fumes and odors. Electric Industrial Truck Assn., 29-28 41st Ave., Queens Plaza, Long Island City 1, N. Y.

TECHNICAL AND ENGINEERING BULLETIN NO. 8, ALKALIES AND CHLORINE IN THE TREATMENT OF MUNICIPAL AND INDUSTRIAL WATER, 94-p. book, covering water treatment and offered to chemists and engineers responsible for water supply problems in industrial plants, water supply departments, power stations and ice plants. Advertising and Sales Promotion Dept., Solvay Sales Corp., 40 Rector St., N. Y. C. 6.

CONTROL HUMIDITY IF YOU WANT TO GET THE MOST COMFORT FROM AIR CONDITIONING, 8-p. illus. booklet, describing the Kathabar System of Selective Humidity Control for Air Conditioning. Surface Combustion Corp., Toledo 1.

GUIDE TO EFFICIENT SHIPMENT SEALING AND TAPE APPLICATION, 12-p. illus. brochure, covering the subject of sealing as applied to corrugated shipping containers and parcel post packages, pointing out the advantages of gummed tape. Better Packages, Inc., Shelton, Conn.

New Roof Coating

The U. S. Bureau of Standards reports that gilsonite asphalt aluminum roof paint, developed last February after more than a quarter of a century of research, deflects 70 percent of the sun's destructive rays and reduces interior temperatures as much as 15 deg. The new coating, manufactured by the United Gilsonite Laboratories, Pittsburgh, is designed to provide low-cost roof protection and year-round weatherproofing. The insulating paint is said to have proved valuable in safe-guarding the comfort of factory workers during the summer months, re-

ducing crop spoilage in storage structures, protecting livestock and poultry, and eliminating roof deterioration. Recently registered under the trade-mark, "Gilsalum," the gilsonite aluminum roof paint may be easily applied with either ordinary bristle brush or spray gun. One coat of the liquid insulation will provide asphalt shingles, smooth or slate roll roofing, built-up, slag or metal roofs, non-porous masonry and outside work such as tanks, flashings and fences with effective protection against the summer sun, snow, frost, rain and dampness. One gallon is said to cover 300 to 400 sq. ft. at a cost of approximately one cent a foot.

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INTERNATIONAL  Industrial Power

GENERAL TRAFFIC MANAGEMENT—(Continued from Page 18)

2. Marketing areas to be served.
3. Availability of railroad, motor and water transportation services and facilities.
4. Wharf and dock facilities for water transportation.
5. Local transportation facilities and services.
6. Freight rates on raw materials via rail, water and motor transportation.
7. Freight rates on finished products via rail, water and motor services.
8. Loss of weight in manufacturing processes.
9. Real estate prices for factory sites, and inducements offered by local governments or trade organizations.
10. Availability of adequate water supply.
11. Legal regulations and restrictions.
12. Fuel and power availability and costs.
13. Taxes.
14. Housing for employees.

Usually speed is less imperative in transportation services than is regularity of deliveries. An industry can, through executive planning, set up supply and manufacturing programs and the traffic department can arrange for inbound and outbound transportation services to insure the maintainance of inbound deliveries and outbound movements to effect the program. An adequate margin of safety should be provided. This will depend upon transportation conditions prevailing at the time or in the foreseeable future. Vessel, barge and freight car supply; conditions of transportation movement; railroad motive power; port and terminal congestion; embargoes—these and other factors must be considered.

In some cases, particularly in connection with emergency or repair shipments or when production schedules are uncertain or retarded, fast transportation becomes imperative. Special ves-

sel, barge, train or truck movements may be required. Goods ordinarily shipped by water or rail may be shipped by expedited motor freight, railway express or air. Premium rates paid for such services may be justified by the avoidance of idle machines or working forces, or by other gains not represented by transportation costs.

Some advantages of speed in transportation services include:

1. Reductions in inventories, variously estimated at from 25 to 70 percent, depending upon extent of use and nature of operations;
2. Reduction of capital frozen in goods in transportation;
3. Reductions in distribution costs other than transportation;
4. Widening and scattering of market areas;
5. Widening of sources of supply;
6. Improved control over supply and prices;
7. Effective management control;
8. Improvement in the turnover of stocks of goods.

One of the most important responsibilities of industrial traffic management is the control of transportation costs. These costs tend to become more important as manufacturing processes and costs, labor costs, and costs of raw materials become more apt to be uniform among competitors who seek to sell their goods in identical markets where prices are established by the forces of competition. The difference of a few cents per hundred lb. in freight rates may so add to the costs of raw materials or finished products that an industry will be cut off from certain sources of supply or kept out of attractive markets.

Transportation costs cannot be manipulated at will. Many of these costs are represented by the charges of regulated common carriers whose rates are woven into an interrelated pattern. A change

in one rate may tend to impair the integrity of an entire territorial, interterritorial or commodity rate structure, and to disrupt long-established rate relationships.

Then too, far-seeing traffic executives do not wish to establish levels of freight rates which will not be reasonably compensatory to the carriers. Such rates will impair the ability of the carriers to maintain adequate service, presently and in the future. It is to the advantage of industries, as well as the carriers, that revenues be adequate to enable carriers to furnish good service, to keep their facilities and equipment in good condition, and to keep pace with advances in industry by installing new and more efficient equipment as it becomes available.

Industrial traffic executives, as the representatives of shippers, must seek the lowest freight rates consistent with these broad objectives, and control and reduce transportation costs by:

1. Negotiating equitable rates from sources of supply and to competitive markets;
2. Seeking rates which will develop sources of supply of raw materials and markets in their own interests and in the interests of carriers through the development of new or additional traffic;
3. Preventing the establishment by carriers of rates for competitive industries which will prejudice the industry in obtaining supplies of raw materials or semi-finished products, or in marketing products in competition with other industries;
4. Negotiating transportation contracts with contract carriers for necessary services at favorable rates;
5. Arranging when desirable for private transportation facilities;
6. Obtaining equitable classification of the industry's inbound and outbound traffic with the railroad,

steamship, barge or motor transport carriers, directly or through the classification committee;

7. Seeking to prevent these carriers from establishing classification ratings or regulations which have the effect of prejudicing the industry;
8. Devising more efficient packaging, loading and stowage practices which will reduce the costs of materials handling preparatory to shipment, after the receipt of the goods, or in handling in plants, depots or warehouses;
9. Controlling the placement, loading, unloading and release of freight cars, vessels and barges so as to reduce demurrage charges, which are component parts of transportation costs;
10. Arranging for special transportation services needed in connection with inbound and outbound shipments and for equitable charges in connection with such services;
11. Participation in rate complaints or other cases before regulatory commissions to assert the reasonable self-interest of the industry and preventing it from being prejudiced by individual or commodity rate adjustments or by horizontal freight rate changes which may destroy carefully adjusted interrelated rates from competitive sources of supply, among manufacturing points, or to competitive markets by awkwardly adjusted general or horizontal rate adjustments.

Many carefully considered commodity rate adjustments which have been worked out to establish and preserve equitable rate relationships among producing areas, manufacturing centers, and markets have been nullified by horizontal rate changes which have followed the percentage pattern for increasing or decreasing the

rates rather than by making the changes in specific cents per hundred lb. or ton which would have preserved these established relationships.

Competitive commercial relationships between producing areas, manufacturing centers, distribution points and markets—assuming that these relationships are equitable—should be preserved whenever possible despite necessary changes in the level of freight rates.

Horizontal increases or decreases in all freight rates, usually, are:

1. Unsound economically because they do not preserve relationships between freight rates and the value of the commodities or of the transportation services, or the relative costs of performing the services;
2. Unlawful because the resultant rates are not necessarily reasonable nor free from unjust and unreasonable discrimination, preference or prejudice.

Competitive relationships, as a rule, can best be preserved by properly related group rates, using relative large groupings for long-distance rates and comparatively smaller ones for short-haul traffic. There should be no distinction between intrastate and interstate freight rates, because industry and commerce do not recognize state lines, nor is competition restricted by state boundaries.

Base rate should be established from a principal or key producing point or group to a principal market, if rate relationships are to be preserved. Rates from other competitive producing points to the same market should be made by adding arbitraries to the rate applicable from the producing point to the principal market. Rates to other markets should be made by adding arbitraries to the rates applicable to the key market. The rates so made can then be increased or decreased by applying percentages to the key rates and adding the arbitraries to these basic rates. Basic rates should be established from principal sources of

(Continued on Page 83)

TRANSCONTINENTAL HIGHWAY MAP OF THE UNITED STATES WITH SOUTHERN CANADA & NORTHERN MEXICO



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People in Distribution

Joseph Kolodny was re-elected president of the National Assn. of Wholesalers. The following were elected to serve on the board of trustees for the ensuing year: **C. C. Caruso**, Schieffelin & Co.; **Sid L. Darling**, National-American Wholesale Lumber Assn.; **Henry Matter**, Wholesale Dry Goods Institute; **Dr. E. L. Newcomb**, National Wholesale Druggists' Assn.; **George Van Gorder**, McKesson & Robbins, Inc.; and **Edward R. Bartlett**, Richard Thebaut, Inc.; all of New York City. Also, **Robert M. Adair**, chairman, Jones, Witter & Co., Columbus, O.; **W. W. Bayfield**, American Coal Sales Co., Washington, D. C.; **R. B. Cowles**, Carlos Ruggles Lumber Co., Springfield, Mass.; **Allan Davis**, F. A. Davis & Sons, Baltimore, O.; **Dr. Howard T. Hovde**, National Wall Paper Wholesalers Assn., Phila.; **B. W. Ruark**, Motor & Equipment Wholesalers Assn., Chicago; **Joseph B. Flagman**, James Davis, Inc., Chicago; **Arthur F. Schultz**, The Arthur F. Schultz Co., Erie, Pa.; **Phil B. Swing**, The Guaranty Gas Coal Co., Cleveland; **W. T. Turner**, Palmetto Lumber Sales Co., Spartanburg, S. C.

Robert H. Baldock, chief engineer, Oregon Highway Dept., was elected president, American Assn. of State Highway Officials (AASHO). Other officers elected were: **Wesley W. Polk**, chief Ill. highway engineer, first vice president; **George S. Henderson**, R. I. highway engineer, treasurer; and these regional vice presidents: 1st region, **Spencer Miller, Jr.**, N. J. State Highway Commissioner; 2nd region, **F. Elgin Bayless**, chairman of the Fla. State Road Dept.; 3rd region, **Wardner G. Scott**, Neb. state engineer; 4th region, **A. F. Winkler**, Mont. Highway Commission, chairman. Members of the Executive Committee selected were **James A. Anderson**, Va. State Highway Dept.'s, chairman; **C. H. Purcell**, Cal. director of public works, and **Ray H. Leavitt**, Utah State Road Commission, chairman.

E. G. Bailey, vice president, The Babcock and Wilcox Co., N. Y., was elected national president of The American Society of Mechanical Engineers, succeeding **Eugene W. O'Brien** of Atlanta. Other officers elected were: Regional vice presidents, **Frank M. Gunby**, associate of Charles T. Main, Inc., Boston; **Paul B. Eaton**, head of the mechanical engineering department of Lafayette College, Easton, Pa.; **Thomas E. Purcell**, general superintendent of power stations, Duquesne Light Co.,

Pittsburgh; **J. Calvin Brown**, head of the engineering firm of J. Calvin Brown, L. A.

Frank Eggleston, former manager of the R. I. Truck Owners Assn., has been named field service representative of the American Trucking Assns., Inc., for the six New England States, succeeding **George Bower, Jr.**, who recently resigned. **G. D. Sontheimer**, administrative assistant in the safety and operations department, ATA, since Jan. 1947, has been named director of a newly constituted safety department. **Hoy Stevens**, chief of the former equipment and maintenance section, will continue as chief of the new section, which is to be a part of the safety department for administrative purposes only. To fill section assignments within the safety department, **Earl Givens** was named chief of the personnel safety section and **Neil Darmstaedter** was named chief of the accident statistics section. The special services section, formerly a part of the safety and operations department, will not be assigned to the new safety department, but will report direct to the general manager. **E. M. Welliver** will continue as chief of the section. **W. A. Bresnahan**, director of the department of research, was made responsible for all motor carrier insurance matters and

will serve as the staff member assigned to any insurance committee or special group dealing with insurance problems.

Roland M. Rice, general counsel for the American Trucking Assns., Inc., for the past five years, left that post to become assistant general counsel for the Assn. of American Railroads.

At the annual meeting of the Early Birds, aviation pioneers, held during the National Air Races, **George H. Scragg**, director of advertising and sales promotion, The White Motor Co., Cleveland, was re-elected president for the ensuing year. Others named to office were: **Brig. Gen. Frank P. Lahm**, retired, Cleveland, first vice president (re-elected); **Hillery Beachey**, La Jolla, Cal., second vice president; **Will D. Parker**, Bartlesville, Okla., third vice president; **Ernest Jones**, Washington, D. C., secretary (re-elected); and **Augustus Post**, New York, treasurer (re-elected). **Robert Minshall**, Cleveland, was elected trustee for a five-year term, and **Clarence A. DeGiers**, Long Island City, N. Y., was named for a one-year term.

Present officers of the Industrial Traffic Managers Assn. of Baltimore are: **L. J. Canter**, president, **S. M. Whisner**, vice president, **O. J. McCoy**, secretary.

W. J. Sears was appointed vice president, Rubber Mfrs. Assn. Mr. Sears recently resigned as chief of the Rubber Div., Office of Materials Distribution, Department of Commerce.

Obituary

W. Gibson Carey, Jr., 51, president, The Yale & Towne Manufacturing Co., former president, United States Chamber of Commerce, board chairman, National Industrial Conference Board, director, Commerce & Industry Assn. of New York, the American Arbitration Assn., and former president and director, China-American Council of Commerce & Industry; trustee, Mutual Life Insurance Co. of New York, and the Consolidated Edison Co. of New York, Inc., director, Irving Trust Co., Colgate-Palmolive-Peet Co., New York Telephone Co. and Armstrong Cork Co., and Research Corp.; also member of board of governors, Society of the New York Hospital; member, national executive council of Alpha Delta Phi fraternity, vice president of the Uptown Club of New York, member, Newcomen Society of England, University Club of New York, the Bedford Golf & Tennis Club, and the Field Club of Greenwich, Conn.

American Radiator & Standard Sanitary Corp. has announced the retirement of **Benjamin S. Thomas** who is succeeded by **Perry M. Gish** as general traffic manager.

William W. Bane has been appointed assistant traffic manager. The American Welding & Mfg. Co., Warren, O.

Sam B. Stocking, president of the Pacific Storage & Distributing Co., Tacoma, has announced the promotion of **John S. Dyer**, formerly secretary-manager, to vice president and manager, and of **Edward L. Reames** from treasurer to secretary. At the same time, **S. B. Stocking, Jr.**, who recently resigned as supervisor of graduate studies in business at the University of Toronto to become associated with Pacific Storage, was elected to the board of directors to fill the vacancy caused by the death of **Matt H. Newell**, pioneer Tacoma warehouseman who retired from active management of the company last year.

TRAFFIC FUNCTIONS—(Continued from Page 72)

pany charged. Obviously, there would be no demurrage if the cars were not scheduled for receipts before unloading docks are free to receive them, or in the case of outbound shipments, if the material has been readied for shipment. However, some demurrage is unavoidable since the best plans sometimes go astray.

Most companies operate under what is termed an "average agreement." Such an agreement is made between the railroad and the shipper and provides that the latter be allowed one credit for each car released within the first twenty-four hours of free time and assessed one debit per car per day for each day up to four days on each car held after the expiration of the first forty-eight hours. Two credits are required to offset one debit. At the end of each calendar month half of the total number of credits, if less than the total number of debits, are deducted from the debits. The remaining debits, known as excess debits, are charged at the prevailing demurrage rate. If the credits exceed the debits, a shipper is said to have earned excess credits and no charge is made. As the demurrage account is settled each month, excess credits cannot be carried over to offset excess debits the next month; nor can excess credits earned on unloading be credited against excess debits on loading, or vice versa. Under the average plan, when four debits have accrued against any one car, demurrage is levied at an increased rate per day (known as an "arbitrary charge") for each day beyond the four-debit pay period, including Sundays and holidays.

It should be ascertained whether there is a coordination of scheduled arrival dates of incoming shipments with unloading and storage capacities, and of scheduled arrival dates of empty cars for outgoing shipments with production schedules. It should be determined whether cars are unloaded in the sequence of their delivery. Supervisors should be notified of cars that have exhausted their free time, and again

when the demurrage rate is approaching the arbitrary stage.

RENTALS, REPARATIONS, AND DAMAGE CLAIMS. Many companies lease cars from the railroad for intramill use. Rental is charged on a per diem basis. It should be ascertained that records are available for checking the per diem and, further, that all cars for which rental is charged are actually in service.

It is the responsibility of the traffic department to institute all reparation and damage claims. The auditor should determine that all such claims are actively pursued and are controlled by charges in the accounts receivable records.

TRUCKING SERVICES. It should be determined whether the company's local trucking is covered by contract and, if so, whether competitive bids were received before the contract was awarded.

Trucking charges may be based upon hourly, daily, weekly, or a hundredweight basis. Since trucks are beyond the control of the company after they leave the plant grounds, the hundredweight basis is the most easily checked. Under this basis, weights charged can be compared with product weights invoiced to customers.

In the absence of a contract it should be ascertained whether any one trucker is favored over others, and if so, why? Trucking rates on nonlocal shipments should be compared with published tariffs, and the routing of all such shipments should be designated by the traffic department and not by the shipping department. A study to determine the possibility of effecting economies through company ownership and operation of trucks may be productive.

CONCLUSION. As indicated at the outset, the foregoing is not to be regarded as an exhaustive audit program, but is intended to afford a general outline from which a program might be prepared to meet the needs of any specific case at hand. With few exceptions, traffic audits are unusually interesting and stimulating to the auditor and, more important, are often productive audits.

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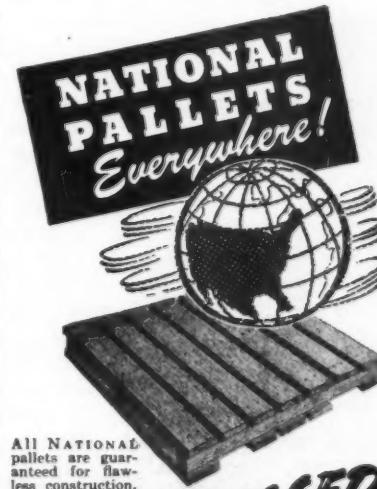
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TRAFFIC IS TRANSPORTATION—(Continued from Page 15)

aging engineer or materials handling foreman or chief warehouseman. He should however have something more than a superficial knowledge of what in packing or handling makes for success or failure in the processes of transportation. For as the shipping executive quoted at the outset, contends, "Traffic is Transportation!"

The qualities which qualify one for broad administration of all traffic problems is practical understanding plus the initiative to do something about it. The tasks of an average traffic department fall into one major and two minor categories. The first and foremost is concerned with delivery of the company's outgoing shipments. A secondary responsibility is picking up the data on incoming shipments, expediting their movement and completing necessary paper work to taking delivery. A third assignment, important in varying degree, is making the reservations and arrangements necessary to the transportation of the firm's personnel when travelling.

This last named responsibility may be used as the criterion for weighing the thoroughness of the first two. A traffic department asked to route a travelling executive from one distant city to another would never order a train or plane reservation without a careful review of all possibilities. For here the object of transportation is an individual who can report back on the service given by the traffic department and should the connection have been a slow local making all stops when a through, comfortable express could have been selected, someone is going to hear about it.

Merchandise also reports back when it experiences poor handling or poor service in transportation. But unfortunately, its voice is not so pronounced as that of the disturbed traveller given an unwise reservation. Merchandise can speak back only through traffic damage claims; product claims or complaints at destination; lost customers and inactive accounts; re-

duced profits and even red ink. So many traffic men never seem to hear the rebukes of merchandise and consequently never give to ordinary outgoing and incoming traffic activities that extra enthusiasm and thoroughness which is evoked when preparing an itinerary for an individual.

As stated, for outgoing shipments it is a responsibility of traffic management to be able to report if the firm's shipping cartons or packing cases are adequate or not. If inadequate, then in co-ordination with packaging engineer, production manager, purchasing agent or shipping clerk, he seeks to learn if the weakness is in the weight or style of container, or if there is some fault in closure, interior bracing or in the wirestrapping. Upon establishing the fault, then with missionary zeal—either alone or in conjunction with others interested in good shipping—the zealous traffic manager is going to carry the ball up and down the line until he wins his point of improving the firm's standard of shipping.

Traffic management wants to know and should inject itself into such distribution phases as methods of warehousing, tiering and freight handling that are best suited to the goods to be transported. And having established authoritatively the recommended methods of handling, the zealous traffic manager will become rabid on the subject of all areas of handling shipments—his own platforms, carrier's terminals, public warehouses and distributors—abiding by these rules of handling.

Traffic management finds that it should know what sort of trucks, rail cars, materials handling equipment and ship's gear is good for shipments and which are hazards. The examples are endless. If the material is fragile, certainly stiff, hard-tired drays are out. If the cargo must remain waterproof, trucks with flapping tarpaulin covers may offer insufficient protection from rain and snow. If rigid bracing is imperative, the traffic department that is on its

toes will reject rail cars offered with flooring so worn as to offer reduced holding power for new nailing. If the construction of one's shipping case is not adapted to being lifted by crane with grapple hooks, then someone concerned with good shipping must police each step in the movement to be certain cases are lashed by cables or that platform lifts are used. If freight hooks can damage and puncture your goods, the active traffic department does more than depend upon "Use No Hooks" stencilling. It specifies all the way down the line that freight handlers are not to use their stevedoring hooks in connection with its cargo.

Traffic management wants to be more than a transmitter of claims as presented. It wants to be in position to ask for and get an intelligent inspection report and to properly analyze such report so that constructive suggestions may come out of each traffic claim. If the carrier is at fault, it wants to be able to present its facts so clearly and conclusively that maximum demands are met and paid without delay. If part of the responsibility is in poor packing or handling, the sincere traffic manager will realize there is more to be gained in the end to seek the correction of the fault within his own activity rather than sit high and dry to push through the entire responsibility upon the carrier.

Progressive traffic management refuses to fall into a rut and accept all precedents as established without question. It boldly seeks new ways to accomplish distribution more economically and efficiently. It comes forward with well-thought-through plans for establishing local stock piles or using other methods of transportation if they achieve such aims. Better a traffic manager who has ideas and suggestions rejected than one who never comes forward with new thinking and ideas.

Moving from the subject of outgoing traffic to incoming, we find even where there is considerably

(Continued on Page 83)

The Frozen Food Industry

COOPERATION of industries and of men in industries is not merely a matter of sentiment but an economic necessity," Harlan J. Nissen told representatives of the frozen food industry meeting in San Francisco recently. "Unless all essential factors are willing to reconcile differences and go forward together, the entire frozen food industry will suffer." Mr. Nissen spoke on behalf of the National Assn. of Refrigerated Warehouses, of which he was president in 1946. His address emphasized the need for close cooperation particularly with the cold storage industry but also with transportation and other related industries. "There are several levels or points at which industry cooperation—between my industrial group, yours, and others—can and must be promoted." "First, through our national and regional associations we can improve and expand our statistical reporting. Facts on amounts in storage of various kinds, package sizes, grades, and qualities of frozen foods are highly important. Our warehouse associations, both national and regional, working with other similar groups, are in a position to maintain and improve the service of statistical reporting."

"Second, legislation is a matter in which there must be cooperation, and it is one that requires competent thinking and action, not by isolated groups but by large groups, led by aggressive association officers. Examples coming up are the Research and Marketing Act and possible revision of the Norris-LaGuardia Act." Work on administration of the Railroad Retirement Act was cited as an example of past accomplishment. "Only by making ourselves heard—and listened to—were warehousing groups able to avoid gross unfairness in administration of the Act." A third important level where cooperation is essential is in public relations, Mr. Nissen stated. The glamorization of frozen foods, some of the recent sharp criticism directed at the industry in the press, such things as the long-standing antipathy to cold-storage eggs, and various other evidences of public reaction and beginnings of prejudice are matters that concern related industries—not the producer alone, he said.

Worth consideration as a special factor, according to the speaker, is cooperation at the banking level.

"Fortunately now," he said, "we are giving more attention to banking. We are asking bankers to meet with us—to learn more about our businesses and to teach us more about banking and its relation to our progress. The National Association of Refrigerated Warehouses appointed a committee on banking in Jan. 1947, and it was a step forward.

"We should consider many related levels—transportation, for example. There is much that we can do together on transportation. For instance there is the planning of work

short, sound progress. In this sixth level where cooperation is possible, the refrigerated warehousing group has shown willingness to take the lead. Three years ago refrigerated warehousemen established the Refrigeration Research Foundation, which is looked upon now as an eminent research and educational body. Recently the Foundation completed four regional training conferences for management personnel engaged in refrigerating commodities. At these meetings 220 men devoted four days to intensive review of their technological problems."



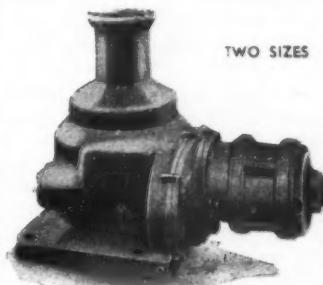
Harlow J. Nissen started with the Terminal Refrigerating Co., Los Angeles, as an office boy, twenty-nine years ago, and is today General Manager of the firm. During 1946, he served as President, National Assn. of Refrigerated Warehouses. He is now a Vice President of the American Warehousemen's Assn.

loads—of hours for receiving, unloading, filling orders and so on. Together we can avoid costly delays and make the total operation more efficient and less costly. Matters of sizes of order forms, use of labor and so on are matters for all of us to consider together.

"Scientific and technical progress means expansion of volume, greater efficiency, lowering of costs—in

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Saves time and man power . . . ends tough job of pinching cars into position . . . diminishes need for yard locomotive. Vertical capstan permits pulling in any direction. All working parts enclosed in cast iron base and operate in oil bath. Ball-bearing, weather-proofed motor . . . equipped with magnetic starter and weather-proof pushbutton station. Base made to anchor to concrete foundation.



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DISTRIBUTION BRIEFS

A NEW DIVISION . . . The Bell & Howell Co., Chicago, precision manufacturer of motion picture equipment, has announced the establishment of its International Div., which will handle overseas distribution and sales for other manufacturers of photographic equipment, in addition to Bell & Howell Filmo motion picture cameras, projectors and accessories. E. L. Schimmel, export manager, will head the new division.

• • •

NEW PLANS FOR LABORATORY . . . Plans for starting immediate construction of a \$120,000 laboratory on a newly acquired 35-acre site in Bedford Township, near Cleveland, has been announced by the Pesco Products Div. of Borg-Warner Corp. The laboratory will be used for testing aircraft fuel systems. The main plant of Pesco—one of the nation's largest manufacturers of hydraulic equipment—is situated in Cleveland proper.

• • •

A NEW OWNER . . . Cloud Wampler, president, Carrier Corp., has announced the acquisition of title to the industrial plant at Syracuse, N. Y., that was built by the U. S. Navy in 1942. The purchase was made from War Assets Administration as a part of Carrier's \$12,000,000 expansion program for the manufacture of air conditioning and refrigeration equipment. The principal structure is a single floor, high-bay building, which covers more than 13 acres under a single roof. This will provide Carrier with an additional 600,000 sq. ft. of production space. In addition to the principal structure are a powerhouse, a million gal. water reservoir, huge standby oil and storage tanks, a large cafeteria, office building, infirmary, garage and a parking space. The principal building is 924 ft. long by 621 ft. wide, and its ten huge aisles are served by overhead cranes. All aisles have an overhead clearance of 31 ft. and the entire building is flooded with daylight type lighting.

• • •

NEW AGENTS . . . Crescent Truck Co., Lebanon, Pa., has appointed the following: Albert H. Cayne Co. as the dealer-distributor of Crescent products in metropolitan New York area; Dominion Equipment Co., as exclusive dealer in Crescent products in the provinces of Ontario and Quebec; George E. Miller Co., as exclusive dealer-distributor in the Boston, Mass.-Providence, R. I. area. All have been appointed for the distribution, sales and service of Crescent Electric Industrial Trucks and Tractors.

• • •

A NEW BUILDING . . . A new two-story building, comprising executive offices, new instrument and accessory overhaul departments and nearly 25,000 additional sq. ft. for bulk storage, has been occupied by

Durham Aircraft Service, Inc. This is the fifth expansion in less than two years for Durham whose previous metropolitan New York headquarters were at Flushing, L. I. Durham's additional space will provide more efficient inline production methods for receiving, inspecting, stocking, packaging and shipping material. Enlarged inspection facilities will exert constant control over all aircraft instruments and accessories.

• • •

A NEW PLANT . . . Freightliner Corp., of Oregon, manufacturers of trucks and trailers and one of Portland's newest industries, has completed the move to its new building. The organization, formerly a Utah firm, was incorporated in Oregon this year and has been occupying temporary quarters. Total cost of the plant, including 32,600 sq. ft. of property, the new building and installations, is approximately \$100,000. The building is all concrete and was built by Hoffman Construction Co. at a cost of \$60,000. It is 100 by 100 ft. and includes a machine shop, parts department, display room, office and second-story quarters for the firm's engineering department.

• • •

A NEW CONSTRUCTION . . . Plans for immediate construction of a plywood plant, door plant saw and shingle mill near Yacolt, Wash., were disclosed by the Harbor Plywood Corp. President, E. W. Daniels, advised that the program was "in connection with the corporation's recent acquisition of 735 million ft. of virgin timber in the Lewis River area." It is estimated that the investment made and contemplated will exceed \$4 million.

• • •

A NEW LABORATORY . . . W. T. LaRose & Associates, Inc., Troy, N. Y., manufacturers of "Thermal" electronic heat generators, has announced that a complete laboratory is now maintained with a staff of qualified electronic engineers.

• • •

A NEW OFFICE . . . Tournayer Sales Div. of R. G. LeTourneau, Inc., has announced the opening of a Division office at 5007 E. Washington Blvd., Los Angeles. George C. Tracy of the Longview office is

FOR SALE

Profitable old established moving local cartage and storage business in city of 16,000 located 100 miles from Chicago. 8 trucks, 1 tractor and semi-trailer. Owner wishes to retire. Reply to Box P 584

c/o DISTRIBUTION AGE,
100 East 42nd St., New York 17.

now in California handling details until a permanent office manager is named.

• • •

A NEW WAREHOUSE . . . In line with its current expansion program, the Special Foods Co., Chicago's largest potato chip processor, has purchased a new warehouse. It will function as a Distributing Branch for Jays Potato Chips. It is expected that a warehouse in this location will extend and facilitate distribution on the west side of Chicago and the surrounding area to a considerable degree.

• • •

NEW YORK WAREHOUSEMEN . . . The New York Furniture Warehousemen's Assn., the oldest such group in the U. S. and probably in the world, celebrated its fiftieth anniversary Oct. 23, with a dinner-dance at the Waldorf-Astoria, New York. Many important men in the industry attended, from New York and all over the country. Mayor Martin Kennelly of Chicago was guest of honor.

• • •

NEW LOCATION . . . The Houston Central Warehouse Co. of Houston, Tex., is moving into a new one-story location. The new plant has a sprinkler system and cooler space—cold storage will be added later. Four new lift trucks and complete palletization are features of the program of modernization.

• • •

NEW PLANT . . . Cleveland Decals, Inc., is one of the newest and most complete plants devoted exclusively to the manufacture of decalcomania transfers for commercial use. The firm uses the letter press method of printing, which, it says, enables it to give faster service and better color and reflection.

• • •

A NEW SUBSIDIARY . . . Winthrop-Stearns Inc., a new subsidiary to integrate the major pharmaceutical interests in the United States of the parent company, Sterling Drug Inc., has been formed. The new company will conduct the business hitherto carried on by Winthrop Chemical Co., Inc., organized by Sterling in 1919 and now being liquidated, as well as the pharmaceutical operations of the Frederick Stearns & Co. Div., Detroit, organized in 1855. A similar subsidiary to take over Winthrop and Stearns' Canadian business will be formed in the Dominion as soon as legal requirements are completed.

Dr. Theodore G. Klumpp has been elected president of Winthrop-Stearns Inc. Other officers of the new subsidiary are: Dr. F. J. Stockman, Dr. Martin Lasersohn, Joseph G. Noh, A. E. Sherndal and Dr. Justus B. Rice, vice presidents; J. E. Mulhern, treasurer; David Rasch, secretary; Sidney C. Mills, assistant treasurer, and J. M. Greco, assistant secretary.

DISTRIBUTION AGE

TRAFFIC MANAGEMENT—(Continued from Page 77)

production to all major manufacturing centers, and on all principal commodities. The rates from other producing points to all markets can then be adjusted by adding appropriate and equitable arbitraries to these basic rates.

Once the laborious job of establishing the base rates and arbitraries is done, changes in freight rates are simplified and standardized. Changes need be made only in the key or basic rates. The other rates are automatically readjusted by adding the arbitraries to the changed base rates.

This method of making freight rate changes need not freeze the rate structure. Appropriate, equitable and necessary changes in the arbitrary rates can be made from time to time as warranted by changes in sources of supply, manufacturing centers, distribu-

¹ Ex Parte No. 148, Increased Rates, etc., 1942, (255 I.C.C. 357, 392), 1943.

tion points and markets. A constructive and reasonably self-interested attitude in industrial traffic management requires that shippers generally take the position, which has been stated by the ICC, that the carriers' revenues from the operation of their services should be sufficient so that lack of revenues may not be the cause of impairment of the transportation system.¹

The constructive position of industrial traffic management is that rates should be adequate to produce compensatory revenues, and that the rates must be made so as to distribute equitably the production of these revenues among industries, thus to establish and maintain proper freight rate relationships among commodities, sources of supply, manufacturing centers, distribution points and markets.

TRAFFIC IS TRANSPORTATION—(Continued from Page 80)

less volume involved, the traffic manager is often called upon to exercise an even wider knowledge of shipping practices. For one's outgoing merchandise tends to fall into uniform methods of preparation, packing and loading. But incoming freight reflects the standards of as many suppliers as furnish goods and materials and often as many different problems arise.

The alert traffic man finds he can spend no more profitable moments than inspecting incoming carloads upon being placed for discharge, or in studying the style and quality of the packing and crating of the variety of l.c.l. freight usually found on any receiving platform. It becomes profitable to his company as he is able to point out to the purchasing section where goods are inadequately packed or where he can communicate intelligently with the traffic department of his steady suppliers concerning methods of improving their preparation for

shipment. Such browsing around incoming freight also becomes extremely profitable to anyone desiring to broaden his own knowledge of contemporary trends in packing.

Further, the traffic man wants to be called for immediate inspection whenever there is report of serious damage to incoming freight.

A traffic man might be compared to a medical officer in an army post. His rank may only justify a bar or two, but he will oppose barracks buildings supplied by the post engineer if in his opinion they will be injurious to health, even though the post engineer wears an eagle. In fact, if a commanding general insists upon working while running a temperature, he does not hesitate to order him to bed. So too, the traffic man, alive to the facts that make for healthy transportation, will fight to gain what he knows is for the best.

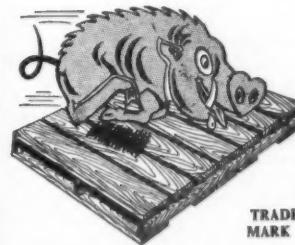
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TRANSPORTATION

Things You Can Do

YOU CAN reduce your damage allowance for destroyed merchandise by proving that its value was less at the place it was destroyed. In *V. Rivera S. En C. v. Texas & N. O. R. Co.*, 31 So. (2d) 180, Louisiana, it was shown that a shipment of rice destined to Puerto Rico was destroyed by fire while in possession of the railroad shipper. The higher court held that the shipper was entitled to recover only the price at which the rice could have been replaced at the time and place of its destruction and not its higher value in Puerto Rico.

YOU CAN avoid paying wages specified by the Fair Labor Standards Act if you received your license from the Interstate Commerce Commission before 1940. In *Magnussen v. Ocean S. S. Co. of Savannah*, 162 Fed. (2d) 77, it was shown that a water carrier was owned and controlled by railroad companies licensed by ICC prior to 1940. This higher court held that the carrier was an "employer subject to Interstate Commerce Act," and consequently exempt from overtime provisions of Fair Labor Standards Act, notwithstanding 1940 revision of the Interstate Commerce Act.

YOU CAN avoid paying damages to an employee who fails to prove that your negligence causes his injury.

Things You Can't Do

YOU CAN'T avoid paying for merchandise lost in transit although you prove that a container was empty when delivered to the consignee. In *Brown Express v. Harris*, 202 S. W. (2d) 470, Texas, it was shown that a common carrier delivered five boxes to the Commercial Music Co., but one box containing a Rockola Commander was missing, and in its place was a box containing an empty Victrola Model Cabinet. In holding the carrier liable for \$530, the higher court said that the jury could decide that the box contained the Rockola Commander when accepted by the carrier, although the carrier contended that the box was empty when accepted from the consignor.

YOU CAN'T avoid paying loss of or damage to a shipment in interstate commerce if you are the initial carrier. In *Deer Park Baking Co., Inc. v. Cleveland Chicago Motor Express Co.*, 68 N. E. (2d) 824, Ohio, the higher court held that an initial carrier always is liable for any damage to merchandise shipped in interstate commerce while it is in its own possession, as an initial carrier, and also while it is in possession of intermediate or terminal carriers.

YOU CAN'T avoid paying additional compensation to an employee who signs a release, unless state laws favor you. In *Ketzel v. Hammermill*, 48 Atl. (2d) 89, Pennsylvania, an employee suffered a "severe muscular strain of the back." He returned to work seventeen days later and three days later executed a final receipt for the compensation. Thereafter he was continuously employed, at his former wages, for four years and two months when he discovered that he was afflicted with the rupture of an intervertebral disc, a result of the accident. At this time, four years and eight months after he had executed the final receipt for compensation, he filed and asked the court to grant further compensation. In view of a state law which provides that this kind of suit must be filed within two years after execution of the final receipt, the higher court held that the suit was filed too late.

WAREHOUSING

Things You Can Do

YOU CAN rely on state warehouse laws being valid if the language of the Federal Commodity Exchange Act indicated congressional intent to preserve the state authority. See *Illinois Commerce Commission v. Same*, 67 S.Ct. 1160. Here the Supreme Court of the United States held that although the language used in a federal law duplicates a state law, yet non-conflicting state authority is left undisturbed.

YOU CAN avoid paying for fixtures and equipment destroyed in a leased building. For illustration, in *Fuchs v. Goe*, 163 Pac. (2d) 783, Wyoming, it was shown that a lease contract provided that the warehouse tenant would at termination of the lease turn over the property in as good condition as when received, and keep it in good repair. Before expiration of the lease a fire destroyed the building and fixtures therein. The landlord sued the tenant to recover the value of these fixtures. The higher court refused to hold in favor of the landlord, and said: "If the premises are destroyed without fault of the tenant he is not bound to restore them."

Things You Can't Do

YOU CAN'T win a suit by a warehouse patron injured through your negligence. In *Krueger v. North American Creameries, Inc.*, 27 N. W. (2d) 240, North Dakota, a customer entered a warehouse with a warehouse employee to purchase feed and assisted the employee in removing the feed from the basement of the warehouse to his automobile. The warehouse elevator

fell into the basement and seriously injured the customer. The higher court held that the customer could recover damages from the warehouseman if his negligence to repair the elevator resulted in the accident.

YOU CAN'T avoid damage liability on a bad contract. For example, in *Terr v. Feldner*, 28 So. (2d) 287, Louisiana, it was shown that a lease contract contained a clause that the warehouse tenant accepted the premises in their present condition "as being in good order . . . and to keep them in the same order as received during the term of his lease." One Terr was seriously injured when descending a stairway leading to the dressing room, and the stair broke away from the wall causing her to fall into the basement. She sued the tenant for damages. The higher court held the tenant liable. Hence, it is quite apparent that no warehouseman should sign a lease containing a clause in which he agrees to keep the leased premises in good condition. In the above case the tenant was held liable for injuries to the patron simply because the lease contract contained such a clause, although the injuries were caused by a stair which no doubt was defective when the tenant leased the premises, and the tenant had no knowledge that the stair needed repairs. All warehousemen should insist that their lease contracts contain a clause which obligates the property owner to make necessary repairs and keep the premises in safe condition.

PACKAGING

Things You Can Do

YOU CAN win a suit for overtime wages based on the Fair Labor Standards Act, if the employee delayed filing the suit. In *Hollingsworth v. Cities Service Oil Co.*, 199 S. W. (2d) 266, Texas, it was shown that a Texas state law provides that suits are void if not filed within two years after the cause accrues. An employee sued his employer in Texas for overtime wages amounting to \$2,763 under the Fair Labor Standards Act. The higher court refused to allow the claim because the employee had earned the overtime wages more than two years before the suit was filed.

YOU CAN affix your trade-mark only to the cartons containing smaller containers of your product, if you desire. For example, in *Barron-Gray Packing Co. v. Bruce's Juices, Inc.*, 162 Fed. (2d) 217, it was shown that a company registered a trade-mark applied to "Canned Fruit and Vegetable Juices." However, this company used the trade-

mark only on the fiberboard cartons in which are packed two or four dozen small cans of its fruit juices. The registered mark has never been used on the cans. A competitor contended that the trade-mark was rendered void because the company failed to use it on the cans as well as on the cartons. The higher court refused to agree with contention and held that a trade-mark is deemed to be "affixed" to an article when it is placed in any manner in or upon either the article itself or the receptacle or package with which the goods are packed or otherwise prepared for sale or distribution.

Things You Can't Do

YOU CAN'T win a suit based on an illegal or void contract. In Robinson Pac. (2d) 97, Arizona, the owner of a packing plant made a written lease which contemplated that the owner and his wife would sign as lessors, but wife never did sign. Later the owner of the packing house sued the lessee for damages because he had breached the lease contract. In holding the lessee not liable, the higher court said that the lease was not enforceable by either the owner of the packing plant or the lessee.

Fox Point Buys Providence Terminals

The rail and water terminal facilities of the Merchants and Miners Transportation Co., on the Providence waterfront have been purchased by the Fox Point Warehouses & Terminal Co. The purchase price, according to Charles A. Schurman, general manager, and Frank B. Whiting, operations manager, of the Fox Point Co. was \$243,780. The property is said to be assessed at \$531,000. The facility, Mr. Schurman said, is excellently located and constructed to expedite handling and distribution to all parts of New England, through either the company's own trucking facilities or connecting carriers. Four ships, 58 freight cars and 24 trucks can be accommodated simultaneously at the M. & M. property which includes five buildings on 169,000 ft. of land. Floor space amounts to 86,000 sq. ft. Main terminal functions of the Fox Point Co., now maintained at 49 Valley St., East Providence, will be transferred to the new property at 1 India St., Providence.

The sale of the terminal ends operations of the Merchants and Miners Transportation Co. in Providence after a continuous service dating back for nearly a century. Last January officials of the Baltimore firm announced they were planning to close their Providence properties because ships operated in intercoastal trade had been taken by the government for war service and were not available for postwar operation.

CAB to Recognize Freight Forwarders

THE CAB on October 24, 1947, gave a clear indication that it intended eventually to make a legal and economic place for freight forwarders within the air transportation system of the United States. This became apparent with the release of a draft of Economic Regulation 292.6 proposing exemptions and regulations to make freight forwarding by air legal.

The latest CAB proposal sets up regulations under which non-certified indirect air cargo carriers may engage in indirect transportation of property as common carriers in interstate, overseas and foreign air transportation. It does, however, limit their activities to doing business only with those air carriers authorized by the CAB to carry property by air.

The proposed regulations which is so far only tentative and may not actually go into force for some time, defines a "non-certified indirect air cargo carrier" as being "any non-certified air carrier which indirectly engages in interstate, overseas or foreign air transportation only." In explaining this definition the CAB said that "an indirect carrier in general may be considered as one which holds out to the

public that it will undertake to transport property by air for compensation although such carrier does not itself physically operate aircraft but uses the services of some other person to move the property from origin to destination."

The proposed regulation, if adopted, will exempt forwarders from the requirement of holding a certificate of convenience and necessity as well as from certain other sections of the Civil Aeronautics Act. Forwarders who wish to enjoy the exemptions provided in the regulation must file, within 60 days after the regulations are adopted, for a letter of registration. No one may function as a forwarder without such a letter unless he has an application for a letter on file by the deadline date.

Under the proposal forwarders may deliver cargo for air transportation only to: (1) certificated airlines, (2) non-certified irregular or cargo carriers holding letters of registration under CAB Economic Regulations 292.1 and 292.5, (3) Alaskan air carriers, and (4) carriers holding foreign air carrier permits. These restrictions prevent forwarders from dealing with any but common carriers.

SPEED

YOUR SHIPMENTS by

BRANIFF AIR-FREIGHT

BRANIFF International AIRWAYS

LOVE FIELD DALLAS 9, TEXAS

CONTROLLED DISTRIBUTION—(Continued from Page 53)

ciation of the value of reports that clearly reflect the results of a department's principal activities and can serve as guides for policy making is responsible for the fact that so many of them are glanced at casually and then carefully laid away for examination in the hazy future. Before it is recalled the next one comes along, and the next and the next. They all get the same treatment. Suddenly the unexpected happens. The outraged executive, to whom it would have been no surprise had he received (and studied) the right kind of reports, shouts, "Why doesn't someone tell me these things?" It just makes matters worse to show him that the "unexpected" was conspicuously indicated in the standard comparison reports submitted every month for the past eight months.

The vice president, then, will depend on the Distribution Controller to furnish him with regular, and at times, special reports, describing the progress of the entire department against the background of performance standards previously agreed upon. Just how detailed they should be is an individual matter. A thousand companies will have a thousand different requirements of quantity, form and content, but it is a cardinal principle that they be simple, relatively few, comparative and cumulative in form and restricted to key fundamentals. The vice president will as a matter of standard practice limit his contact with routine activity to a comprehensive study of these reports. If his organization is well designed, staffed and integrated, if appropriate standards have been set, if methods have been crystallized into tested standard practice and if effective controls are in operation, most of the reports will show that programs, established earlier by common agreement, are being carried out according to plan.

But some reports will show results beyond the tolerances allowed. With good organization and able management they will be few in number. These, then, are the "exceptions" and the only ones that

merit personal attention and, possibly, action by the vice president.

"... the 'exception' principle removes from the attention of the operating head of the department or of the business the bulk of the cases coming under his general jurisdiction. Instead he acts upon the exceptional matter only, making careful and special analysis so that points of similarity and differences can be discovered.

"Then the executive finds more time for general policy, for thoughtful consideration of underlying factors, and his organization can carry on without his attention to details when special problems demand his higher talents for their solution."¹

This, then, is "management by exception," simple in concept but enormously difficult in practice. Many executives have little real confidence in their subordinates, not enough trust in plans and too little faith in control methods. Consequently they are afraid; they fear they must personally attend to or supervise everything almost to the last detail. As a result they constantly perform functions that could be as well (or better) handled by routine clerical workers. The writer, as a marketing consultant, was once forced, literally, to demand that his client, the president of a large corporation, actually leave his office during business hours for personal consultation without interruption. The service was costing the company several hundred dollars per day, but the president was so snarled in petty detail that he had "no time" for anything else.

Management by exception removes the necessity of relying too heavily upon subjective judgments. Records, accurately compiled and correctly interpreted, tell their own story and indicate at least the general course of necessary action.

"Another kind of research of a more difficult and controversial nature is the development of methods for appraising the work of major departments. In most organizations at present the judgment of the chief executive as to the effectiveness of a department depends largely on personal impressions and a rather vague evaluation of its performance. The records tell, especially if control ratios have been developed, more or less about what the department has actually done, but give a less definite analysis of the obstacles which were overcome and the resources, available to overcome them."

Efficiency is where you find it and the reluctance of department heads, especially sales managers, to submit to "searching tests"—in other words thorough staff work—is another reason for the ineptitude of distribution.

The vice president's reports will be summaries and digests of the more detailed records which filter through the Distribution Controller. When the red light of substandard results flashes a warning of an unfavorable trend in the making, he will have immediately available an orderly collection of documented data to enable him to search as far into the internal machinery as necessary to find out whatever he wants to know. Methodical and systematic collection and recording of data will reduce his research almost to a matter of minutes. In turn, he will report to his own superiors in the same way. The president and the board of directors will require only broadly generalized information about the department's operations and will care much less about detail than he. They, too, will have red lights for danger signals whenever their attention may be required.

¹ *Variable Budget Control Through Management by Exception*, by Fred V. Gardner, McGraw-Hill Book Co., 1940, p. 22.

* *Scientific Management in American Industry*, The Harper Society, H. S. Person, Editor. Harper & Bros. N. Y. 1929, p. 49.

Public Warehouse Section

Warehousing is an integral part of distribution in several ways. Public warehouses are not merely depositories for the safeguarding of personal effects or industrial commodities; many are equipped to perform a wide range of services in addition to storage. Among these services are:

Bottling, boxing, financing, fumigating, grading, handling, hauling, labeling, motor transportation, moth-proofing, moving, operation of public truck scales, quick-

freeze facilities, rental of space for manufacturing, offices and showrooms, rigging, sales representation, sample distribution, sorting, stevedoring and various other functions for efficient and economical distribution.

This special advertising section of public warehousing has been consolidated for ready reference and maximum utility. It includes merchandise, refrigerated, household goods and field warehouses. For shippers' convenience, states, cities and firms have been arranged alphabetically.

BIRMINGHAM, ALA.

1880 — Sixty-seven Years of Service — 1947

HARRIS TRANSFER & WAREHOUSE CO.

8 South 13th St., Birmingham 1

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Merchandise and Household Goods

- STORAGE
- CARTAGE
- DISTRIBUTION
- FORWARDING

Pool Cars Handled

Member of A.C.W.—A.W.A.—N.F.W.A. Agents for Allied Van Lines, Inc.

BIRMINGHAM, ALA.

STRICKLAND TRANSFER & WAREHOUSE CO.

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General Merchandise Storage and Distribution

Pool Car Service a Specialty—Motor Truck Service

Centrally Located—Free Switching from All R.R.s.

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Receiving—STORAGE—Handling.
Motor Freight Service to all points.
6-car Private Siding. Reciprocal Switching.

Efficient—Convenient Branch House Service.

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New one story 50,000 sq. ft. warehouse



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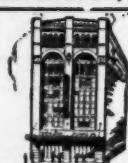
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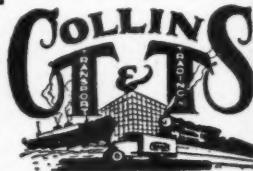
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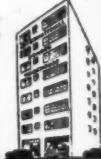
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Dec. 8-13—Automotive Service Industries Show, Chicago's Navy Pier.

Jan. 12-16, 1948—Second Materials Handling Exposition, Cleveland Auditorium.

Jan. 12-16—Annual Meeting, Society of

Automotive Engineers, Book-Cadillac Hotel, Detroit, Mich.

Jan. 27—Fifth All-Industry Refrigeration and Air Conditioning Exposition, Cleveland, Ohio.

Feb. 9-12—57th Annual Meeting, American Warehousemen's Assn., Chalfonte-Haddon Hall, Atlantic City, N. J.

NOVEMBER, 1947

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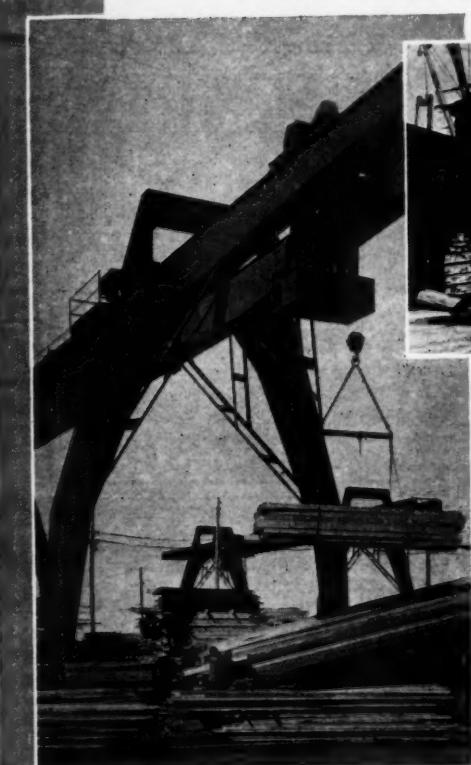
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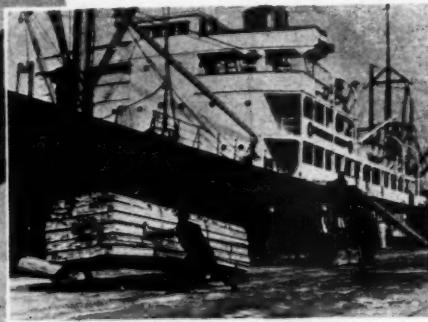
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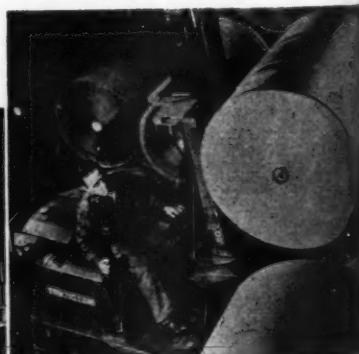
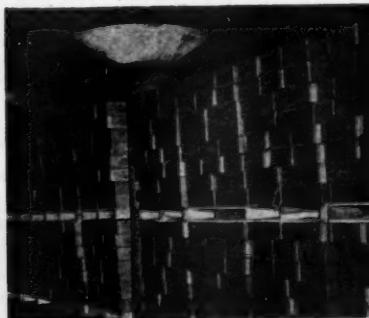
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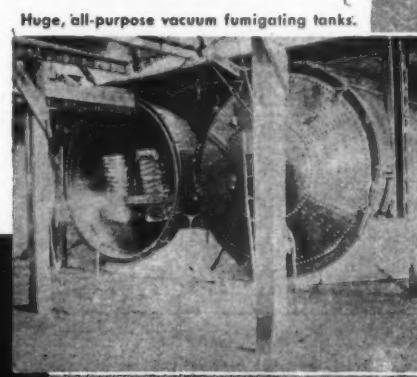
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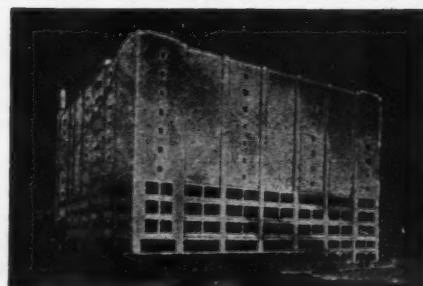
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Union Storage & Transfer Company

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GENERAL STORAGE
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Penn. 6.0967

and Firms are Arranged Alphabetically

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Canton 2
Merchandise, Household
Goods, Cold Storage
Pool car distribution. Private sidings.
Free switching on all roads. Separate fire-
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Member: A.C.W.—MAY.W.A.—A.W.A.—
O.F.A.A.—O.W.A.



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Strictly Fireproof

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Storage in Transit—East, West and South

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SPECIALIZING IN POOL CAR DISTRIBUTION
Operating our own Delivery System
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located in the
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NOVEMBER, 1947

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entering the city, can be handled from freight car direct
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General Storage, Cold Storage, Office Space and Stevedoring
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Ample equipment.
Trained personnel
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Free switching from all railroads.



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Complete service for

MERCHANDISE STORAGE AND DISTRIBUTION
Private Siding NYC and Big Four

14 Car Capacity

Pool Car Distribution A.D.T. Service
Centrally Located Modern Facilities
Member: A.G.W.—O.W.A.—A.W.A.



SHIPPING PERISHABLES—(Continued from Page 43)

perience, and a thorough knowledge of the Interstate Commerce Act. He should have some experience in practicing before the ICC and the Maritime Comm. He should at least be familiar with the procedure before these regulatory bodies, and be able to qualify for practice before them. In addition, he should have a wide acquaintance with the executive officers of the transportation companies throughout the country, and should have their confidence.

The most difficult task that confronts a traffic manager is the securing of freight rate adjustments. Rate adjustments are sought either by direct negotiations with the carriers, or by the filing of formal complaints for relief with the ICC. Usually the better course is that of negotiating directly with the officers of the carriers.

No scientific method of rate making has yet been developed. The variable factors involved make

it extremely difficult to determine the exact cost of handling any particular commodity, especially when it moves in mixed carloads, or in mixed train loads with other commodities. Traffic executives of the carriers usually have a fair idea of what the "traffic will bear" in the way of transportation costs. Shippers, on the other hand, well know what they can afford to pay for transportation. These are usually the factors that determine fair and equitable rates.

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Modern warehouse for merchandise—Low insurance—Central location in Jobbing district—Private railroad siding—Pool cars distributed.

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Toledo's only warehouse having combined Waterfront and Railroad Facilities. Storage-in-Transit Privileges.

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400—DRY

FOUR PRIVATE SIDINGS

N.Y.C. AND

B&O. RR's



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Sprinklered Buildings—200,000 square feet Dry Storage—70,000 cubic feet Cool Storage—Private Sidings—Nickel Plate Road. New York Central—Free Switching. Merchandise Storage—Pool Car Distribution—Negotiable Receipts—Transit Storage Privileges—Low Insurance Rate—City Delivery System.



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Met. handling storage • Pool car distribution • Fireproof • Private siding Nickel Plate Road • Free switching • Negotiable receipts • Transit storage arrangements • Motor truck service • Located in Jobbing District

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Since 1878

Fisher-Gilder

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Household Goods—Pool Car Distribution—Merchandise—Fireproof Warehouse—Private Rail Siding



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GENERAL WAREHOUSING AND DISTRIBUTION

TULSA, OKLA.

JOE HODGES FIREPROOF WAREHOUSE

Merchandise Storage—Pool Car Distribution

Located in Center of Tulsa Wholesale District

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Storage—Moving—Packing—Shipping of Household Effects and Works of Art—Silver and Rug Vaults



Matthew W. Potts, DISTRIBUTION AGE's materials handling consultant, discusses mechanical handling in the relation to its December theme of men and methods.

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Investment \$400,000.00

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3 Car Siding

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Free Shipping

2 Warehouses 41,000 sq. ft

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FOR COMPLETE STORAGE SERVICE AND POOL CAR DISTRIBUTION TO SURROUNDING TERRITORY.

2 WAREHOUSES

1925 HOLLAND

1502 SASSAFRAS

N.K.P. RR.

N.Y.C. RR.

TRUCK RATES—(Continued from Page 24)

miles at 17c. costs \$55.25. This leaves \$28.75 to cover costs at both ends, or \$14.37 per terminal. At the origin terminal, the shipper loads on pallets, by machine, taking only two hours from the time the driver leaves the terminal until his return with the loaded vehicle. \$14.37 will cover that cost, with proper allowance for home office costs, etc.

At destination there are two consignees. One unloads at once, two hours being sufficient time to cover this. But the second consignee insists upon inspection of each piece as it is unloaded. In addition, congestion at his docks results in delays, and the average delivery time exceeds six hours. If this method were understood

by all, the carrier could contact the consignee and explain the trouble. Since an increase in the commodity rate would be unfair to the first consignee, a truck detention tariff to provide charges after approximately two hours free time could be justified before the Interstate Commerce Comm. Objections of the second consignee could not be given too much weight, for the finger would point at the actually responsible party. It is noted that many of the Central States Motor Carriers are having a truck-detention tariff published for their account.

To the rates shown in the illustration, the carriers have added emergency charges of 2½c., arbitraries of 20c. per 100 lb. on ship-

ments of less than 5000 lb., and new increases are sought. But the method is still there. Inflation has brought increases in costs to the motor carrier field, which are higher than those of most industries chiefly because so much of the revenue-dollar goes to labor.

When it was suggested to a motor carrier rate bureau that they publish their formula and explain it, they declined. They prefer the "state of flux" they have made with their present conglomeration of increases, until competitive rail rates are increased to a level they can match. They like the mess they are in, and they even do not want people to know that truck rates are tailor-made.

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Erie's Complete Warehousing Service



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TRANSPORTATION
POOL CAR DISTRIBUTION

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HARRISBURG STORAGE CO.
COMPLETE STORAGE & POOL CAR
DISTRIBUTION SERVICE
100% PALLETIZED
LOCATED ON BOTH PENNSYLVANIA
AND READING RAILROADS
MEMBER — "AMERICAN WAREHOUSEMEN'S ASSN."

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Storage in Transit Pool Car Distribution
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Fireproof Furniture Storage
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Merchandise Storage, Household Goods, Transferring,
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Complete Warehousing Service for Storage and
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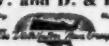
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70,000 sq. ft. modern fireproof
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Automatic Sprinkler System—Centrally Located

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Agents—Allied Van Lines



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TEXAS STORAGE COMPANY BEAUMONT, TEXAS

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30,000 Sq. Ft. Distribution of Pool Cars

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Agent for A.V.L. Member of N.F.W.A.-S.W.T.A.

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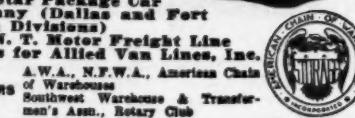
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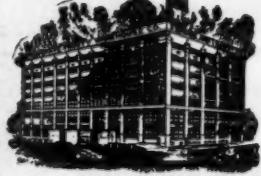
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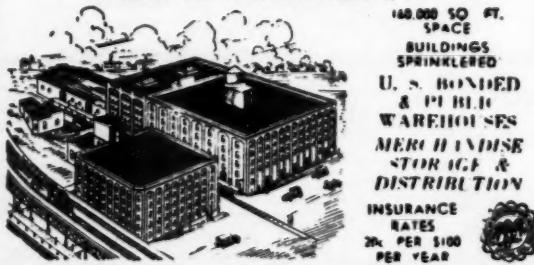
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COLD STORAGE

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FREEZER STORAGE

612 W. Main St., Madison 3

BRITAIN'S PLIGHT—(Continued from Page 69)

facilities. The four major railway systems, the London, Midland and Scottish Railway, the London and Northeastern Railway, the Great Western Railway, and the Southern Railway, are to be managed by a Transport Commission of five members. It is certain that the transport system, in impaired condition as a result of war damage and extraordinary traffic, must be modernized and repaired if distribution is to be speeded, and it is to be hoped that the commission will proceed to do this as rapidly as possible. For the speeding and streamlining of distribution will bring an impetus to industry that Britain sorely needs. The transportation and handling of raw materials to her factories and finished products from her manufacturing plants to consumers, both in the country and overseas, is an important factor in the resuscitation of her industry and her whole economy.

It is evident that Britain must

have machines to live. This means she must continue her present rigorous austerity program for a good while longer. The *New York Times* said on August 17 of this year that Britain had spent only 14 percent

on her loan on machinery, and 12 percent on tobacco. It is to be noted that Britain has since stopped this.

It has been suggested that under the Marshall Plan, which aims at setting the countries of the world back on their own feet through helping them become self-sufficient, may be possible to send machinery for production and for distribution purposes to England. With an exchange of the technical information and valuable "know-how" of American production and distribution engineers, Britain could set up a more modern, mechanized industrial machine, which, after it gets well started, would help her produce the goods needed for export in greater volume, and thus lessen her dangerous import-export imbalance and eventually restore her to her former and rightful position as a first class power, as a democracy actively working for prosperity, security and peace.

New Chilton Treasurer

JOSEPH S. HILDRETH, president of the Chilton Co., announced the election of William H. Valler as treasurer and George Maiswinkle as assistant treasurer, at a meeting of the directors of the company on Sept. 26.

Mr. Valler, who succeeds the late William A. Barber, has been associated with the company 41 years, starting as an office boy with the Department Store Economist on Sept. 4, 1905. Virtually his entire service with the company has been in the accounting department, the last several years as assistant treasurer.

Mr. Maiswinkle was first associated with the Maiswinkle Printing Co., owned by his father, and he worked with other printing and electrotyping firms before entering the public accounting business, where he specialized in printing and publishing accounts. He joined Chilton in 1943.

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What about the human equation in distribution?
December's issue of **DISTRIBUTION AGE** considers
the man in the midst of machines.

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Charges Collected and Promptly Remitted

Member: N. F. W. A., Can. W. A.



HANDLING . . . A TRAFFIC FUNCTION—(Continued from Page 36)

concrete ease to the Interstate Commerce Commission, which would make for more favorable action than if the approach was made to the commission individually.

Recently a materials handling engineer, in talking to a contract carrier regarding his contract for handling heavy rolls of very thin metal which were easily damaged in transit, wanted to know if he couldn't put them in container boxes on pallets which would reduce the damage and the time of unloading and loading his trucks, and thereby reduce his operating expense to a point where it would be possible for the carrier to return the empty containers or pallets free of charge. The contract carrier said that he could not do this without being accused by the ICC of making a rebate by carrying these empty units on the return load free. In talking with a traffic manager not connected with the company making the shipments, the materials handling engineer was advised, and he in turn passed the word on to the contract carrier, that it would be a very simple matter to write up into his schedule of rates and charges the fact that these rates and charges included the carrying of the empty containers back on the return load free. If this information were filed with the ICC, and if they did not reject it within thirty days, he would be at liberty to proceed accordingly.

Traffic managers are going to have to look into this matter of obtaining lower rates for returning pallets, skids, box containers, drums, barrels, etc. By becoming interested in materials handling, they will be able to accumulate facts and figures which will show the ICC the need of approving such changes in the tariffs of the common carriers and the schedules of rates and charges for the contract carriers. This will have to be initiated by traffic departments, because naturally the common carriers are not going to initiate something that will reduce their revenue. However, if they are approached from the stand-

point that this new method will improve the speed of car or truck loading, or that it will reduce the amount of blocking and free damage required, and that further it will eliminate the number of damage claims that are running high in certain industries due to improper handling, then they will be interested in developing tariffs and schedules of rates and charges to encourage this type of shipment.

In fact, the railroads themselves have already started to survey this problem, and in a report released by Mr. Samuel M. Gibbs, president of the Materials Handling Institute, and published in the *New York Times*, Sept. 13, it was pointed out that a national survey had just been completed by a group of materials handling engineers and freight engineers showing the further mechanization of freight handling at terminals, besides reducing idle time on turnarounds and lowering cost per ton in handling, will also help to ease present freight car shortages. The principal savings will be made in improving efficiency in handling 84 million tons of less-than-carload freight per year, the survey indicated, based on reports of such wide variations in cost of as much as three dollars or more a ton above minimum cost of approximately one dollar a ton on the larger railroads. Mechanization of freight terminals through installation of new gas-engine or electric trucks, conveyors, tractor-trailers, lift platform trucks, live skids and other equipment, is foremost among new project lists of

railway freight agents today, the survey says. Present handling methods which often allow two days or more idle time for freight cars at terminals are the target for equipment modernization programs. Obsolete wooden platforms which limit loads handled by mechanical equipment are also scheduled for renovation, the survey explains, and floor layouts which perpetuate narrow platform space and obstructions to traffic are being changed.

Among the railroads now study-

ing mechanization which will speed up freight handling from western to eastern manufacturers and merchants are the Lehigh Valley, Pennsylvania and Reading Railroads. As a basis for improvement plans, the survey reports: (1) analysis of present handling costs, (2) motion study of present methods, (3) engineering recommendations of available mechanical equipment, (4) estimates of cost and time saving held possible, (5) analysis of uses of new units known as *inter-station containers*, and (6) preparation of case studies and successful examples.

In addition, where 20 percent of total freight handled was formerly considered to be the maximum capable of being moved by pallet handling methods, this new study shows that as much as 80 percent of total shipments could be palletized, an increase beyond expectations of l.c.l. shipment. In annual savings per new truck, railroads are realizing a return of \$2,280 per unit, the report concluded, without taking into account reductions in losses due to damage in handling, which for l.c.l. freight alone amounts to \$23,500,000 per year.

Mr. Gibbs says western railroads are taking one final step of initiative in considering the use of *inter-station containers*, which are loaded on the shipper's dock for handling l.c.l. freight. This type of unit, the survey continues, can be loaded quickly and directly into freight cars at minimum cost.

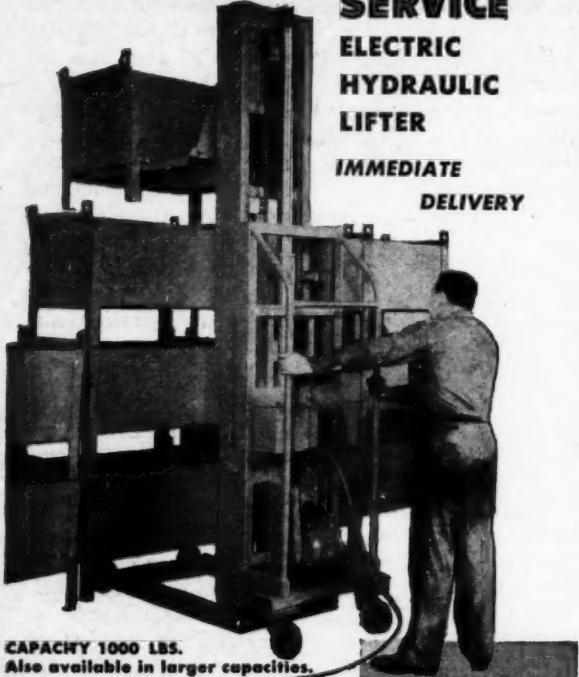
If the railroads themselves are enough interested to make such a survey, it behooves traffic managers to obtain copies of this survey, to apply it to their own shipping and distribution problems, and to take advantage of every new piece of equipment which the railroads install for reducing the cost of handling at terminals. Handling time and handling costs must be reduced, and the traffic manager has the opportunity of effecting these savings at the present time.

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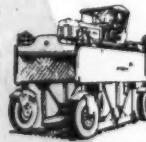
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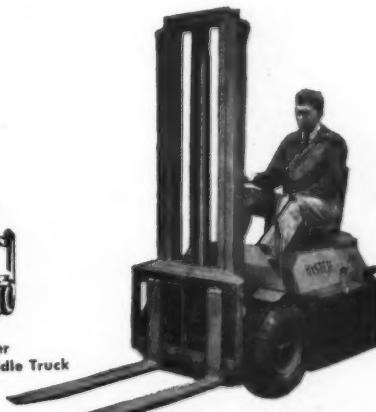
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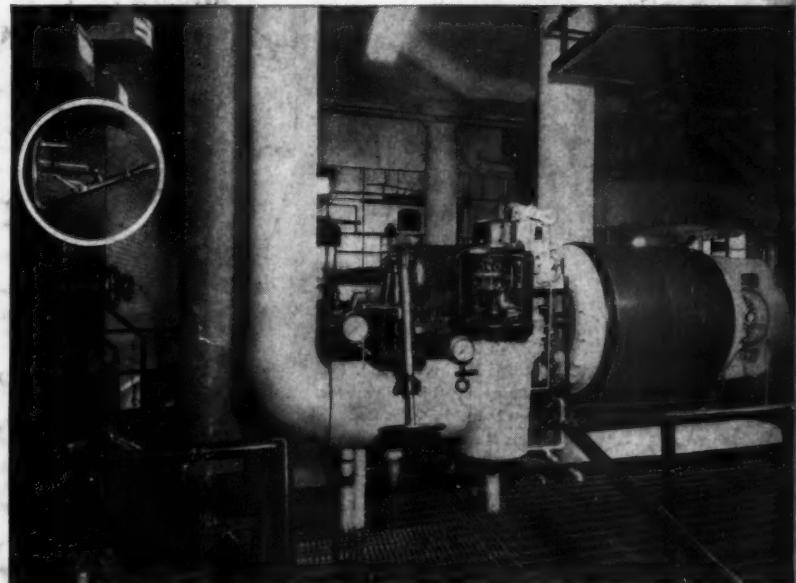


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